

INTERIOR DESIGN

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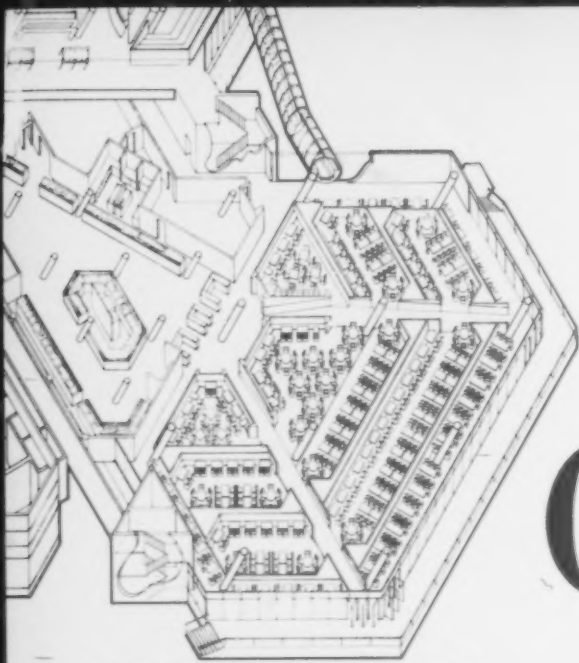
\$6.00

JANUARY 1991

100 INTERIOR DESIGN GIANTS

SHOPS, STORES AND SHOWROOMS

APARTMENTS BY JUAN MONTOYA AND ADAM TIHANY



Rotated 30 degrees

p. 132

CONT

INTERIOR DESIGN

VOLUME 62

COVER

For Bergdorf Goodman Men, a new store in New York, the design by J.T. Nakaoka Associates supports a merchandising policy (see page 110). Photography: Jaime Ardiles-Arce

INTERIOR DESIGN GIANTS

- 57 THE 1991 ONE HUNDRED INTERIOR DESIGN GIANTS: *Interior Design* magazine's survey of the top 100 Interior Design Giants, with analysis and commentary by Andrew Loebelson

SHOPS, STORES, SHOWROOMS

- 110 BERGDORF GOODMAN MEN: New in New York, the men's store by J.T. Nakaoka Associates
- 116 ARC INTERNATIONAL: In the Flatiron district of New York, a new showroom by Kevin Walz
- 118 BRAYTON: Berger Rait redesigns the showroom in the International Design Center New York.

RESIDENTIAL DESIGN

- 122 REFLECTIONS: Juan Montoya ponders, and solves, the problem of oppressively low ceilings in a Georgetown, DC, apartment.
- 126 BALANCING ACT: Understatement and elegance in equal parts characterize a Manhattan apartment by Adam Tihany.

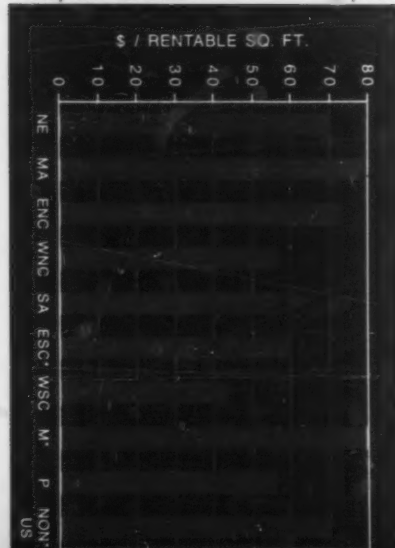


Focus on materials

p. 116

The top one hundred

p. 57



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ENTS

JANUARY 1991

NUMBER 1



At the Grand Palais

p. 98

OFFICE DESIGN

- 132 **RIGHT ANGLES:** The Prudential Insurance Company of America's eastern home office in Pennsylvania by Daroff Design Inc.

MARKET

- 86 **MONTHLY MARKET SURVEY:** A guide to new products and sources
98 **ANTIQUES:** A report on the Paris Biennale, with text by Robert Purdom
152 **MANUFACTURERS' LITERATURE**

IN THE INDUSTRY

- 36 **NEWS:** Exhibition of mid-20th-century design; new store for Henri Bendel; *Interior Design*/IBD contract design competition; "Imperial Design" lecture series; Jerry K. Myers named Steelcase president; Hall of Fame inductees; Briefly
42 **TOPIC A:** Selling innovative design. Text by Mark McIntire
48 **INDUSTRY CALENDAR**
154 **SNAPSHOTS:** Scenes from the Hall of Fame gala

DEPARTMENTS

- 23 **BOOKS:** Wiseman on Pei; Conway on crafts
104 **DESIGNERS IN THIS ISSUE**
148 **PHOTOGRAPHERS IN THIS ISSUE**
150 **TECHNOLOGY BRIEFS:** Electronic catalogues; lighting classes; mystery photography
138 **PETER BLAKE'S PAGE:** Monument to the Dream
109 **EDITORIAL:** Giants for '91—and a few mishaps along the way



Glass doors, reflective walls

p. 122

Model wall

p. 118



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100 INTERIOR DESIGN GIANTS[®] OF 1991

BY ANDREW LOEBELSON

Industry Overview

This may be the beginning of the great post-Reagan recession, but this year's Giants firms have not yet begun to see it. From the data collected for the 12-month period between July 1989 and June 1990, fee income was up 9.5 percent, from \$607 to \$665 million, but volume was down slightly from \$11.3 to \$11.2 billion. The area installed slipped substantially, from 360 to 265 million rentable sq. ft. New installations slipped slightly, from 61 to 60 percent, but the average cost per square foot of the installation went up 8 percent, from \$41.36 to \$44.70, substantially ahead of inflation.

This seems to set out the parameters for work in the early nineties—carefully planned, design intensive, more expensive installations done on a smaller area. This type of work, again, intensifies the need for sophisticated, knowledgeable design skills from the profession. With precious resources scarce, companies will be looking for the best quality consulting work on their new and remodeled facilities.

The professional environment continues to become more complex also. As a result of the need to obtain more revenue, New York and other states now tax interior design services. (But they do not tax design services that are applied to the core and shell of a new building, because the core and shell will be capitalized and amortized over the taxable life of that asset.) As a result, interior designers must now separate the part of their work that fits the tax definition of interior design/architecture from interior design/decoration.

The tax is a pass-through to the design firm and imposes additional cost on the client. Therefore, not charging the tax benefits the client, not the design firm. Of course, the design firm then assumes the risk that the tax authorities might, reasonably or unreasonably, not agree with their separation of services between taxable and non-taxable types.

The risk is significant enough that one of our New York-based Top 100 firms was reluctant to report its total fee income for fear that the tax authorities might misread the published figure and send a bill for 8.25 percent of that total. Other interior design firms are requiring their clients to indemnify them for the tax amount and any penalties, should the authorities choose to reassess their taxable fees.

Continued

100 INTERIOR DESIGN GIANTS[®] OF 1991

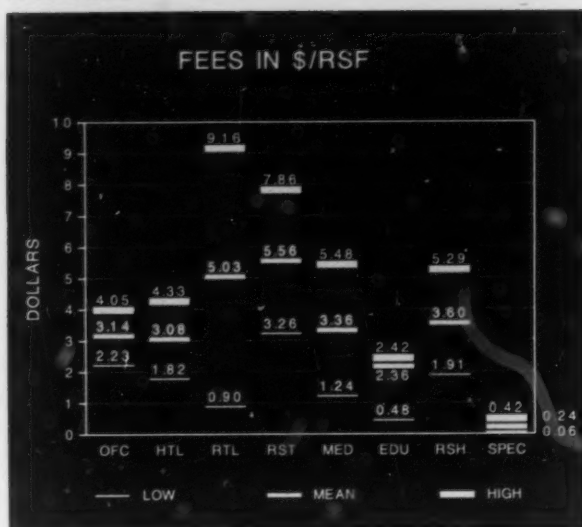
The design field continues to get more intricate and risky every day. Successful firms need to understand that these convolutions and risks are coupled with relatively low returns on investment in a field where most firms have an insecure franchise on their market segment and a relatively short business life cycle compared to many other fields. Perhaps this is why the PHH attempt to buy into the field has failed. As most of our readers know, this Fortune 500 firm assembled the third largest interior design group from separate firms based in a half dozen cities, ran it for less than a half dozen years and bailed out, selling the original components back to pre-existing players in the field.

This is a risky, ever-changing, complex field that has to be played by people with vast amounts of expertise who understand and enjoy it. It is not a business of numbers only. It is a business/passion/life style that just might occasionally and handsomely reward its practitioners.

The intellectual content of the work continues to increase, requiring more work, on the part of the design firm, for which it expects to be paid. Not only have total fees increased as volume decreased this year, but the average office fee per sq. ft. went up from \$2.68 to \$2.84, while the average installation cost went from \$41.36 to \$44.70 per rentable sq. ft. The fee per employee went up from \$130,000 to \$147,000 this year, while each employee was responsible for construction with a value of \$2.3 million, up from \$2.1 million last year.

Two explanations for these statistical patterns spring to mind based on personal experience. Because of the continued expansion of the computer revolution (now on 87 percent of all desks designed, up from 83 percent last year), the new LAN (Local Area Network) proliferation and the need for rapid changes in both the preceding items, more and more of the actual installation costs are based on technological requirements. As more companies see their installation costs skyrocket,

CHART ONE



et, they try to economize where they can—on furnishing as little space as meets their new organizational requirements.

Another explanation is based on the rate of change in modern companies keeping up with their industry's globally competitive and ever-changing environment. As an example, in a recent meeting of four facility managers, two from the financial services industry, one from the industrial area, and one from a major medical facility, the average annual rate of reconfiguration of space was over 50 percent, an astonishing figure. Most jobs involving substantial amounts of space, one or more floors, require an absolute minimum of six months for programming, design, engineering, bidding, construction, equipment installation, and move-in. During that time, many companies may have changed 25 percent of their employees' equipment, location, reporting relationships and/or basic mission. Therefore, many jobs are designed and redesigned in the same space before they are occupied. This raises the design fees and installation costs, while keeping the square footage down.

It also raises the risks for design firms. So much so that 97 percent of the Top 100 firms carry Errors and Omissions insurance, up from 90 percent last year. The deductible has risen from \$83,000 to \$100,000, while the upper limit has

CHART TWO

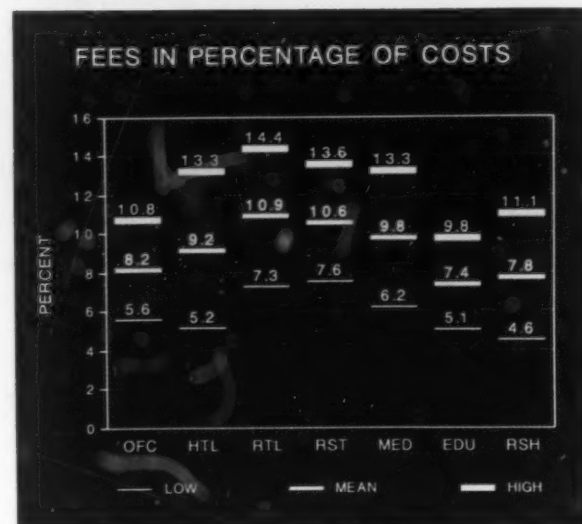
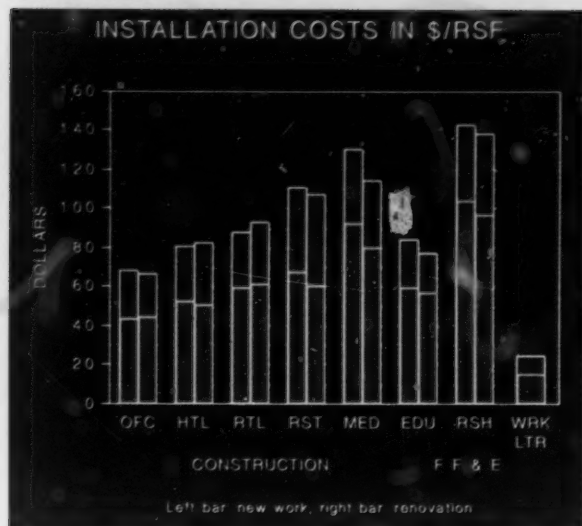


CHART THREE



leaped from \$1.8 million to \$2.2 million.

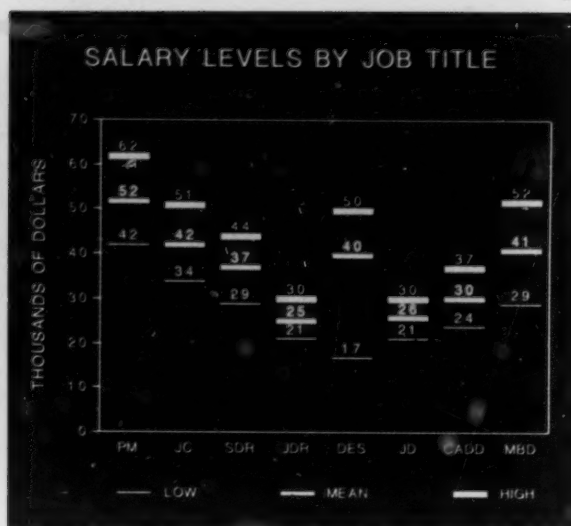
Yet in terms of "fair fees" expressed in dollars per rentable sq. ft., offices declined from \$3.19 to \$3.14 even while the rate of inflation was about five percent. But that would be for the basic job. We know that actual fees went up, as mentioned before. All other categories fell except for retail, educational and research work. "Spec" plans dropped dramatically, from \$0.58 to \$0.24, as firms did more and more test plans for less and less money in order to land the all-important future work (CHART ONE).

At the same time, this year 94 percent of our respondents reported using CADD systems, even as they reported charging less in their basic "starter" fee. Perhaps the computer is finally reaching its actual potential.

The "fair fees" in terms of percent of actual installation costs went down this year for offices, from 9.6 to 8.2 percent, while hotels went up from 8.3 to 9.2 percent. Of the other categories, only medical work went up; the rest declined (CHART TWO).

The actual costs of installations dropped, too, as was mentioned before. Of all categories, only renovated restaurants and renovated medical facilities cost more this year than last year (CHART THREE). The work letter value (value of walls, ceilings, electrical outlets, carpet, etc. that the landlord is willing to

CHART FIVE



give each tenant to entice him into a particular space) also dropped dramatically from \$45.07 to \$28.38 this year. The only explanation for this is that the really generous, desperate office buildings are now owned by the Federal government as a result of the Savings & Loan debacle.

Just as fees rose roughly 10 percent in 1990, so did the billing rates (CHART FOUR). And the salaries followed, although the average raise in each category was less than 10 percent (CHART FIVE). The relationship between an employee's salary and billing rate is based on the cost of fringe benefits, up this year from 27.4 to 28.7 percent, and the multiple, up from 2.64 to 2.68. (The sum of the salary and the fringe benefits multiplied by the "multiple" is equal to the billing rate.)

In keeping with our theme of cost consciousness, the most frequently utilized consultant this year was the cost consultant, used in over one-quarter of all jobs to "value engineer" the design to provide maximum return on investment to the client. Of the jobs where consultants were used, 17 were used more than ten percent of the time and each category was involved just a little more than last year (CHART SIX).

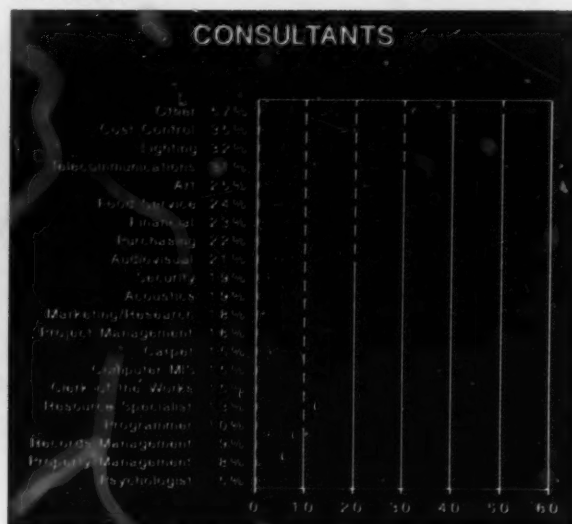
The base building issues continue to respond to both technological and social pressures. Smoking areas were installed in

Continued

CHART FOUR



CHART SIX



100 INTERIOR DESIGN GIANTS[®] OF 1991

41 percent of this year's jobs, nearly doubling last year's 23 percent figure (CHART SEVEN).

The number of interior design staffers employed by the Top 100 fell from 7,640 to 6,747 this year. A logical explanation for this would seem to be that we are reporting year-end figures and many firms have cut employees after a successful year but are entering a slow-down in the field. The average percentage in each category has stayed about the same.

Regional Breakdown

Again this year we have analyzed the interior design industry by region. Although many firms have multiple offices, we asked that each firm report its answers based on its headquarters office only. [Keep in mind, that to have answers as statistically accurate as possible, the regional charts are based on all Top 200 interior design firms. Even so, we had so few responses from the regions of East South Central (1 firm), Mountain (5) Canada (2), that averages should be viewed accordingly.]

CHART SEVEN

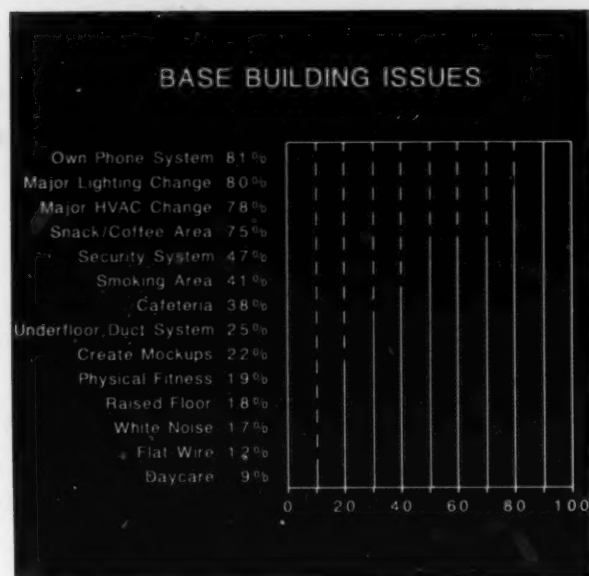


CHART EIGHT

KEY TO REGIONAL BREAKDOWN				
REGION	STATES WITHIN REGION	TOP 100	SECOND 100	TOP 200
NE	CT NH MA ME RI VT			15
MA	NJ NY PA			8
ENC	IL IN MI OH WI			29
WNC	IA KS MN MO ND NE SD			14
SA	DC DE FL GA MD NC SC VA WV			31
ESC	AL KY MS TN			1
WSG	AR LA OK TX			13
M	AZ CO ID MT NM NV UT WY			5
P	AK CA HI OR WA			32
Non U.S.	Canada Mexico			2
Total		100	100	200

In terms of looking at this business regionally, there seems to be a dispersal of the major design firms from the New York and California traditional centers of design to the interior of the continent. The two biggest areas—the Middle Atlantic and Pacific regions—each lost firms on both the Top and Second 100 lists to the other regions (CHART EIGHT). The same relationship held true with both volume and fee income (CHART NINE).

This year's chart for "fair fees" in dollars per rentable sq. ft. shows the same basic pattern as last year, but the Middle Atlantic region stayed about the same, the South Atlantic and Pacific rose slightly, and the fast-growing West South Central fell somewhat and remained the least expensive overall (CHART TEN).

Construction costs for all 200 firms by region show lower office costs for the Middle Atlantic, South Atlantic and West South Central regions. All the other regions show moderate increases (CHART ELEVEN).

For the Top 200 firms, the "work letter" averaged \$28 per

CHART NINE

FEE VOLUME ANALYSIS BY REGION				
REGION	FEES In Millions	Percentage Of Top 200 Total Fees	VOLUME In Millions	Percentage Of Top 200 Total Volume
NE	38,029	4.6	272,768	3.1
MA	249,961	30.5	3,035,113	34.9
ENC	122,257	14.9	1,686,041	19.4
WNC	85,375	10.4	295,017	3.4
SA	98,010	12.0	1,462,622	16.8
ESC	2,673	3	3,167	2
WSG	64,890	8.0	345,589	4.0
M	7,605	9	42,276	5
P	143,391	17.5	1,426,664	16.4
Non U.S.	7,589	9	113,050	1.3
TOTAL	819,780	100	8,692,307	100

CHART TEN

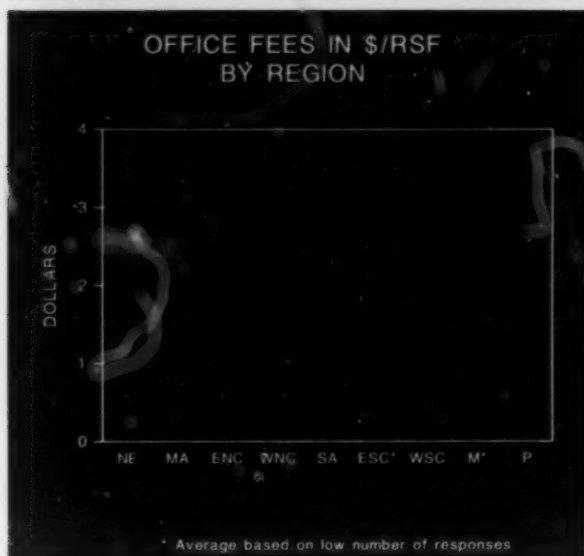
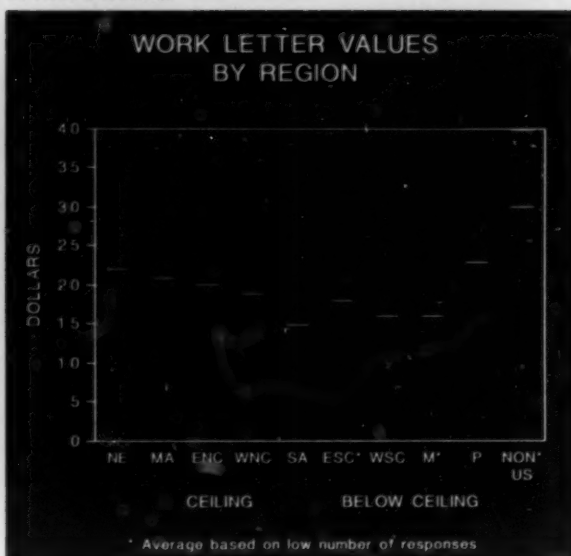


CHART TWELVE



rentable sq. ft., quite a bit higher this year than last. Given that the work letter is lower for the Top 100 firms, it is safe to assume that the smaller leases worked on by the smaller firms are the ones getting the larger work letters (CHART TWELVE).

Average salaries have risen, as mentioned before, in all categories. The Middle Atlantic region continues to have the highest salaries but, compared to last year, the rest are more evenly distributed (CHART THIRTEEN).

Conclusions

The most respected firms for 1991, as voted by these 200 firms, are Gensler, ISD, Kohn Pederson Fox Conway, Skidmore Owings & Merrill, and Gwathmey Siegel.

The firms considered to be the best managed are Gensler, Skidmore Owings & Merrill, Kohn Pederson Fox Conway, Hellmuth Obata & Kassabaum and RTKL.

The installations chosen as this year's best are: Deloitte & Touche in Connecticut, by Peter Pran and Carlos Zapata;

Baker & Botts (see *Interior Design*, May 1990) and Apple Computer (see *Interior Design*, November, 1989), both in Dallas, both by Gensler; and Walt Disney World Casting Center in Florida by Robert A.M. Stern.

This may be the last of the good years in this field for some time. Firms are shrinking and cutting their prices in order to position themselves for the coming hard times. It will require every bit of knowledge, finesse and skill to do well in the coming years. We hope this series of articles will help you to do so. □

Andrew Loebelson is vice president of domestic facilities at Salomon Brothers, the New York investment banking firm.

Information compiled by Deana L. Luzzi.

Reprints of this article are available for \$2 each through Deana Luzzi at *Interior Design*, 249 West 17th Street, New York, NY 10011, (212) 463-6675.

The interior design fees on the following listings represent interior design work only (excluding hospitality and residential interiors and architecture). All figures have been rounded off for the purpose of this listing. — ED.

CHART ELEVEN

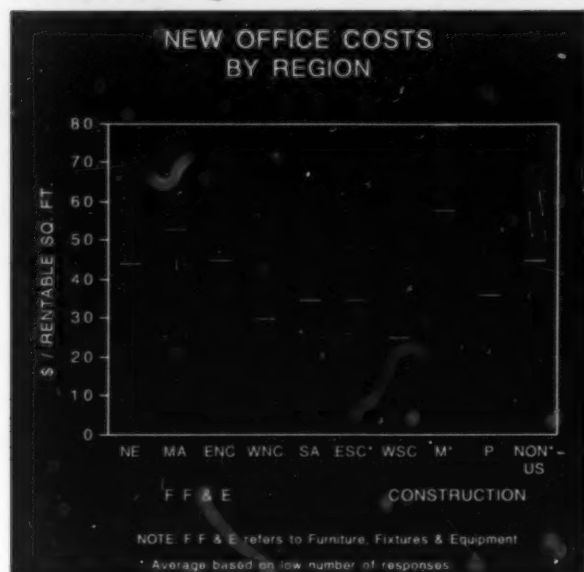
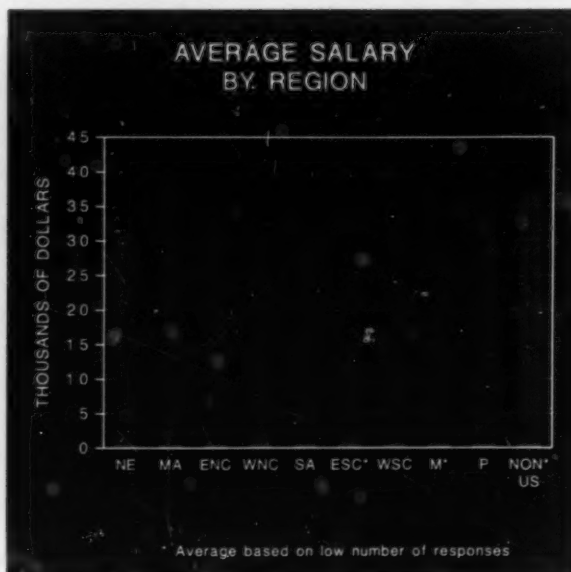


CHART THIRTEEN



KEYS

	OFFICE PLANNING FIRMS
	GENERALISTS
	STORE PLANNING FIRMS
	MEDICAL SPECIALISTS

100

INTERIOR DESIGN

GIANTS

OF 1991

PP	— PRINCIPALS/PARTNERS
PM	— PROJECT MANAGERS
JC	— JOB CAPTAINS
SDR	— SENIOR DRAFTERS
JDR	— JUNIOR DRAFTERS
DES	— PROJECT & SENIOR DESIGNERS
JD	— JUNIOR DESIGNERS
CADD	— CADD OPERATORS
MBD	— MARKETING BUSINESS DEVELOPMENT
TID	— TOTAL INTERIOR DESIGN STAFF

RANK 1991 (1990)	FIRM NAME HEADQUARTERS & BRANCH	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1990 INSTALLATIONS	1991 INSTALLATIONS
						NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1,000's	AVG BILLING RATE \$/HOUR	NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1,000's	AVG BILLING RATE \$/HOUR		
1 (1)	Gensler and Associates/ Architects San Francisco Denver, Houston, New York, Los Angeles, Washington, DC; Irvine, CA; London	44.80	63.94	668.0	11.54	9 PP 81 PM 55 JC 39 SDR 79 JDR	NA 78 53 45 45	143 120 83 65 65		137 DES 85 JD 27 CADD 15 MBD 686 TID		53 53 48 40 —	93 53 70 — —	J.P. Morgan & Co., New York Oracle Corp. 400/500, Redwood City, CA First American Bank of Virginia, McLean, VA Cravath, Swaine & Moore, New York Pacific Enterprises, Los Angeles	Bank of America, San Francisco Moscone Convention Center, San Francisco Citizens & Southern Georgia Corp., Atlanta Society National Bank, Cleveland Oracle Corp. 300, Redwood City, CA
2 (3)	CRSS Inc. Houston Atlanta, Chicago, Denver, New York, Phoenix, Miami, Los Angeles, Irvine, CA, Washington, DC; Austin, TX; Savannah, GA	26.42	293.61	411.1	15.54	3 PP 9 PM 8 JC 4 SDR 6 JDR	NA 48 44 42 28	120 80 65 65 45		10 DES 12 JD 12 CADD 7 MBD 77 TID		41 28 28 48 —	60 45 50 — —	IBM Westlake, Westlake, TX Disney World headquarters, Orlando, FL Hunt Consolidated, Dallas Anaheim Center, Anaheim, CA Texas Commerce Bank, Houston	IBM Austin, Austin, TX West Hollywood Civic Center, West Hollywood, CA Orlando City Hall, Orlando, FL Utility Office Building, Miami 1177 West Loop South Building, Houston
3 (2)	Swanke Hayden Connell Architects New York London, Chicago, Miami, Washington, DC	25.60	32.00	440.0	4.00	8 PP 16 PM 9 JC 4 SDR 11 JDR	NA 54 47 42 27	175 125 90 75 55		19 DES 23 JD — CADD 8 MBD 118 TID		57 26 — 50 —	118 60 — — —	Coopers & Lybrand, New York & Washington, DC Proskauer, Rose, Goetz & Mendelsohn, New York Dreyfus Corporation, New York Milbank, Tweed, Hadley & McCloy, New York RJR Nabisco, New York	Bertelsman Inc., New York Credit Suisse, London American Express, London IBM International, Tarrytown, NY Washington National Insurance, Evanston, IL
4 (11)	R.J. Pavlik, Inc., D/B/A The Pavlik Design Team Ft. Lauderdale, FL London, Tokyo	18.42	18.61	318.2	6.92	3 PP 18 PM 15 JC 17 SDR 20 JDR	NA 68 49 44 29	175 125 85 80 55		8 DES 10 JD 5 CADD — MBD 101 TID		80 33 39 — —	125 60 60 — —	Belk's, Raleigh, NC Dayton Hudson, Oakland, MI Foley's, Arlington, TX Lord & Taylor, Tyson, VA Strawbridge & Clothier, Cherry Hill, NJ	Belk's, Raleigh, NC Dayton Hudson, Detroit Lord & Taylor, St. Louis Maison Blanche, Jacksonville, FL Strawbridge & Clothier, Philadelphia
5 (5)	Hellmuth, Obata & Kassabaum Inc. St. Louis New York, San Francisco, Dallas, Tampa, Los Angeles; Washington, DC; London	16.79	83.00	276.9	4.35	9 PP 18 PM 16 JC 9 SDR 3 JDR	NA 53 44 34 20	143 104 81 70 45		26 DES 27 JD 2 CADD 7 MBD 127 TID		43 29 31 43 —	81 55 50 68 —	Mobil Oil Company, Fairfax, VA MCI, Richardson, TX DuPage County Judicial Office Facility, Wheaton, IL American President Companies, Oakland, CA British Petroleum headquarters, London	Oryx Energy Company, Dallas Sun Microsystems, Newark, CA Moore Business Forms headquarters, Lake Forest, IL Exxon headquarters, Irving, TX Campbell Soup Company, Camden, NJ
6 (6)	I S D Incorporated New York Chicago, Houston, Los Angeles	16.73	17.61	300.0	6.00	17 PP 37 PM — JC — SDR — JDR	NA 44 — — —	150 76 — — —		51 DES 59 JD 11 CADD 9 MBD 238 TID		43 23 25 34 —	71 40 43 — —	American Medical Association, Chicago Sedley & Austin, Chicago The Walt Disney Company, Burbank, CA USF&G, Baltimore Doubletree Post Oak, Houston	Huntton & Williams, Richmond, VA Brookhollow Marriott, Houston Dain Bosworth Incorporated, Minneapolis Milbank, Tweed, Hadley & McCloy, Los Angeles Bank One, Texas, N.A., Houston
7 (9)	Leo A. Daly Omaha, NE Atlanta, St. Louis, Phoenix, Los Angeles, San Francisco, Seattle, Honolulu, Tokyo, Washington, DC; Singapore, Hong Kong	14.84	45.00	282.8	5.48	— PP 7 PM 6 JC 7 SDR 5 JDR	NA 63 56 38 29	— 100 90 60 45		23 DES 6 JD 8 CADD — MBD 67 TID		41 29 34 — —	65 45 45 — —	ConAgra corporate headquarters, Omaha, NE UCLA/Engineering & Applied Sciences, Los Angeles Hikai Hotel - public spaces, Honolulu Tung Wah Hospital, Hong Kong Cooperative Finance Corporation, Fairfax County, VA	U.S. Customs House, St. Louis Fed'l Communications Commission, Washington, DC 1200 Landmark Center, Omaha, NE SEA-TAC International Airport, Seattle Mervyn's Department Store, Spokane, WA
8 (47)	Sverdrup Corporation St. Louis New York, San Francisco, Boston, Seattle, Phoenix, Dallas, Washington, DC; Orlando, FL; Nashville, TN	14.35	224.27	168.1	6.10	10 PP 20 PM 39 JC 20 SDR 20 JDR	NA 50 42 30 20	100 78 75 45 40		75 DES 25 JD 18 CADD 11 MBD 238 TID		32 22 25 NA —	55 50 50 — —	Ernst & Young, multiple locations McDonnell Douglas, multiple locations Novadyne, Santa Ana, CA The Daniel and Henry Company, St. Louis General Services Administration, multiple locations	Ernst & Young, multiple locations McDonnell Douglas, multiple locations Novadyne, Santa Ana, CA The Daniel and Henry Company, St. Louis General Services Administration, multiple locations

9 (33)	Space Design International, Inc. Cincinnati Los Angeles, New York	14.00	16.30	163.0	7.50	29 PP 30 PM 10 JC 14 SDR 26 JDR	NA 60 39 36 21	125 78 63 58 43	22 DES 26 JD 12 CADD 9 MBD 217 TID	38 21 26 40 —	63 43 45 65 —	Pa Bergner & Co., multiple locations Bloomingdale's, West Palm Beach, FL Clearwater Mall, Clearwater, FL Duty Free Shoppers, Honolulu Maison Blanche, multiple locations	Lazarus Tri-County Mall, Cincinnati Broward Mall, Plantation, FL Myer Stores, Australia Coronado Center, Albuquerque, NM John Wanamaker, multiple locations
10 (10)	WalkerGroup/CNI New York Los Angeles, Tokyo, London	13.00	14.25	172.0	3.10	7 PP 18 PM 18 JC 34 SDR 24 JDR	NA 69 47 42 28	200 150 110 90 50	8 DES 14 JD 5 CADD 5 MBD 140 TID	57 29 40 91 —	90 70 70 — —	Saks Fifth Avenue, New York John Wanamaker, Philadelphia Rustan, Manila, Philippines Broadway, Santa Barbara, CA Universal Studios, Orlando, FL	Bank of New Zealand, New Zealand Galleries Lafayette, New York Autopolis Hotels, Japan John Wanamaker, multiple locations Parisian Department Stores, multiple locations
11 (26)	SCR Design Organization, Inc. New York London, Tokyo	12.83	13.50	156.6	4.50	4 PP 12 PM 6 JC 11 SDR 8 JDR	NA 59 44 39 30	NA 95 85 75 75	19 DES 5 JD 6 CADD 2 MBD 77 TID	47 28 36 NA —	80 85 85 — —	Citicorp, New York Penguin USA, New York The Omnicom Group, New York VNU Business Information Services Inc., New York Health & Tennis Corp. of America, New York	Philip Morris Inc. headquarters, Rye Brook, NY Katz Communications, New York Maxwell/MacMillan Group headquarters, New York Elizabeth Arden Inc. headquarters, New York William Morrow & Co., Inc., New York
12 (8)	Mancini • Duffy Associates New York Philadelphia, Miami, Tokyo, Hicksville, NY; Parsippany, NJ; Lake Success, NY; Boca Raton, FL	12.35	14.00	423.0	4.70	8 PP 26 PM 5 JC 8 SDR 13 JDR	NA 60 50 35 25	100 85 70 60 50	14 DES 33 JD 14 CADD 5 MBD 146 TID	50 35 30 50 —	75 55 50 — —	U.S. Trust, New York Arthur Andersen, New York CIGNA, Philadelphia ISO, New York Marsh and McLennan, New York	World Trade Center, Osaka, Japan Lebnar Friedman, New York International Conference Center, Yokohama, Japan Neuberger Berman, New York Societe Generale, New York
13 (7)	ODA/Environetics, Inc. New York Los Angeles, Mexico City, London, Sydney & Melbourne, Australia	11.68	11.92	260.0	4.61	13 PP 28 PM 5 JC 22 SDR 12 JDR	NA 55 40 35 25	150 95 NA 65 43	38 DES 11 JD 15 CADD 8 MBD 175 TID	43 25 35 50 —	66 NA 65 — —	Gibbs & Cox, New York Deloitte & Touche, New York USLIFE Corp., New York Bank Leumi, New York	Montrose Realty, New York Broad, Inc., New York NYANA, New York Ultimate Data Systems, Wilton, CT
14 (13)	RTKL Associates, Inc. Baltimore Dallas, Los Angeles, London, Tokyo, Washington, DC; Ft. Lauderdale, FL	10.71	70.00	227.1	5.21	— PP 9 PM 12 JC — SDR — JDR	— 45 35 — —	— 100 72 — —	17 DES 12 JD — CADD — MBD 54 TID	38 31 — — —	75 60 — — —	Bank One, Dallas Fairfax County Government Center, Fairfax, VA Hyatt O'Hare ballroom addition, Chicago Fairfax Office Building B-3, Fairfax, VA IBM Offices, Hagerstown, MD	T. Rowe Price Associates, Baltimore T. Rowe Price Associates, Owings Mills, MD Team Bank, Dallas Bank One headquarters, Cleveland IBM/Kodak, Greece, NY
15 (24)	Architectural Interiors, Inc./ Interior Design, Inc. Chicago & Los Angeles London, New York, Paris, Warsaw, Tel Aviv	9.50	9.50	150.0	3.80	12 PP 14 PM 10 JC 12 SDR 9 JDR	NA 60 45 40 37	150 90 75 70 65	10 DES 20 JD 12 CADD 6 MBD 125 TID	33 25 NA 50 —	60 50 NA 80 —	The Northern Trust Company, Chicago CC Industries, Inc., Charlotte, NC & New York Hewlett-Packard, St. Louis & London Federal Deposit Insurance Corporation, Rosemont, IL First Interstate Bank, Los Angeles	Chicago Public Library, Chicago Tellabs, Inc., Bolingbrook, IL Colgate-Palmolive, New York Sears Merchandise Group, Hoffman Estates, IL City of Los Angeles, Los Angeles
16 (30)	The Miller Organization Inc. New York	9.28	9.28	156.0	3.80	4 PP 5 PM 3 JC 5 SDR 8 JDR	NA 55 46 37 27	150 93 90 70 70	9 DES 5 JD 6 CADD 1 MBD 50 TID	47 32 27 60 —	90 70 70 — —	Merrill Lynch & Co., Inc., Princeton, NJ Nomura International, London Drexel Burnham Lambert, multiple locations Shearson Lehman Brothers, New York America West Airline Terminal, New York	HSEB/SUNY, Brooklyn, NY Mark Twain Longevity Center, Hartford, CT Morgan Bank, Brussels, Belgium Shearson Lehman Hutton, New York Dean Witter Reynolds, multiple locations
17 (85)	Ellerbe Becket, Inc. Minneapolis, Los Angeles, New York, Washington, DC; Kansas City, MO	9.26	77.19	237.7	3.11	3 PP 12 PM 7 JC 5 SDR 4 JDR	NA 53 39 31 26	100 83 65 45 40	31 DES 14 JD 5 CADD 3 MBD 87 TID	46 24 26 45 —	66 40 49 — —	Ronald Reagan State Office Bldg., Los Angeles Princess Cruises/Crown Princess, Los Angeles Hawaii Prince Hotel, Honolulu William Beaumont Hospital, Royal Oaks, MI Memorial Medical Center, Peoria, IL	Federal Building Courthouse, Los Angeles Madison Square Garden, New York Princess Cruises/Regal Princess, Los Angeles IBM, Minneapolis Mayo Medical Center, Rochester, NY
18 (29)	Perkins & Will Chicago New York, Washington, DC, London	9.16	35.19	315.0	8.75	3 PP 10 PM 8 JC 14 SDR — JDR	NA 55 40 35 —	160 100 90 80 —	38 DES 21 JD 9 CADD 3 MBD 112 TID	37 25 25 35 —	80 55 70 — —	Hotel Macklowe, New York Arthur J. Gallagher & Company, Itasca, IL Continental Bank, Chicago Illinois Institute of Technology, Wheaton, IL AT&T Data Center, Naperville, IL	Umm Al-Qura University, Mecca, Saudi Arabia W.W. Grainer Company, Mettawa, IL Kraft General Foods, Northfield, IL A.T. Kearny, Inc., Chicago Sara Lee Corporation, Chicago
19 (35)	NBBJ Interiors Seattle San Francisco, New York, Columbus, OH; Tucson & Phoenix, AZ; Charlotte, NC; Charleston, SC	9.11	47.20	120.0	4.90	6 PP 12 PM 6 JC 6 SDR 8 JDR	NA 42 34 36 23	113 72 58 62 40	14 DES 5 JD 8 CADD 2 MBD 72 TID	39 22 26 45 —	68 38 45 77 —	Eddie Bauer - regional stores, multiple locations Squire, Sanders & Dempsey, Columbus, OH State Automobile Insurance Co., Columbus, OH Bank Of Guam, Agana, Guam Federal Reserve Bank of San Francisco, Seattle	Univar Corporation headquarters, Kirkland, WA Loma Linda Univ. Medical Center, Loma Linda, CA CH2M Hill regional headquarters, Bellevue, WA Athens Mental Health Center, Athens, OH Veterans' Administration Medical Center, Dayton, OH
20 (27)	The Hillier Group Princeton, NJ Philadelphia	9.07	27.27	125.0	1.80	2 PP 7 PM 11 JC 9 SDR 1 JDR	NA 55 40 38 25	175 95 75 70 45	17 DES 5 JD — CADD 1 MBD 57 TID	34 23 — 50 —	63 40 — — —	Dun & Bradstreet Software, Framingham, MA Bristol-Myers Squibb, Lawrenceville, NJ American Re-Insurance, Plainsboro, NJ Janssen Pharmaceutica, Hopewell, NJ Towers Perrin, Philadelphia	CoreStates Financial Corp., Philadelphia Bell Atlantic, Philadelphia American Re-Insurance, Plainsboro, NJ Merck & Company Inc., West Point, PA CIGNA / Eagle Lodge, Philadelphia

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						NO. OF EMP- LOYEES	CATEGORY	AVERAGE SALARY IN \$1,000's	AVG. BILLING RATE / HOUR	NO. OF EMP- LOYEES	CATEGORY	AVERAGE SALARY IN \$1,000's	AVG. BILLING RATE / HOUR		
21 (28)	Retail Planning Associates (RPA) Columbus, OH New York, Seattle, Atlanta, Boston, London, Melbourne, Australia	8.59	10.67	84.1	2.73	3 PP 8 PM 2 JC 7 SDR 11 JDR	NA 65 40 35 25	150 115 65 60 40		18 DES 6 JD 2 CADD 7 MBD 73 TID		48 35 25 75 —	75 60 38 — —	Sears Mexico, Mexico City Anttila, Helsinki, Finland Brookstone, Peterborough, NH Jusco, Tokyo U.S. Postal System, Washington, DC	Herman's Sporting Goods, Carteret, NJ Citibank, New York Chase Bank, New York Royal Bank of Canada, Montreal Metropolitan Museum of Art, New York
22 (18)	HLW Architecture Engineering Planning Interiors New York Basking Ridge, NJ; Al-Khobar, Saudi Arabia	8.23	23.50	131.6	2.19	4 PP 7 PM 12 JC 15 SDR 6 JDR	NA 68 44 37 31	175 125 80 68 56		9 DES 2 JD — CADD 2 MBD 65 TID		43 28 — 33 —	79 52 — 60 —	SIAC, Brooklyn, NY Exxon International, Florham Park, NJ Keio Gijuku New York Gakuin, Harrison, NY Mellon Bank, Ridgely Park, NJ Kansallis Osake Pankki, New York	Schering-Plough DDF, Kenilworth, NJ Federal Reserve Bank, East Rutherford, NJ IRS, Brooklyn, NY
23 (20)	Reel/Grobman & Associates Los Angeles San Francisco, San Jose & Santa Ana, CA	8.00	8.00	175.0	2.50	5 PP 7 PM 6 JC 10 SDR 8 JDR	NA 65 45 40 27	125 90 70 65 50		26 DES 22 JD 10 CADD 3 MBD 115 TID		44 27 30 48 —	70 50 55 — —	Spelling Entertainment, Inc., Los Angeles Knapp, Petersen & Clarke, Glendale, CA Ernst & Young, San Jose, CA Sony Transcend, Irvine, CA Oracle Corporation, multiple locations	Southern California Gas Company, Los Angeles Pyramid Technology, San Jose, CA Unocal Corporation, Brea, CA Tandem Computer, San Francisco American Cancer Society, San Francisco
24 (39)	Robinson Mills + Williams (RMW) San Francisco San Jose, Sacramento, Walnut Creek & Santa Rosa, CA	7.88	9.03	112.0	3.02	5 PP 14 PM 12 JC — SDR 4 JDR	NA 56 34 — 25	135 95 55 — 43		18 DES — JD — CADD 3 MBD 67 TID		39 — — NA —	70 — — — —	Bramalea City Center, Oakland, CA Pomare Stores, Honolulu Hahn's Village Shopping Center, Corte Madera, CA Temple Emanuel-El, San Francisco KPMG Peat Marwick, Sacramento, CA	Sybase offices, Emeryville, CA Liberty House, Honolulu Kron Television, San Francisco US Postal Service, San Francisco Kaiser Hospital, Walnut Creek, CA
25 (19)	Howard Needles Tammen & Bergendoff Kansas City, MO Phoenix, Los Angeles, Seattle, Boston, Milwaukee, Indianapolis, Alexandria, VA	7.69	31.70	39.0	1.65	2 PP 1 PM 3 JC 1 SDR 1 JDR	NA 52 38 40 20	90 80 60 60 30		3 DES 1 JD 1 CADD 1 MBD 15 TID		33 25 30 50 —	50 40 50 80 —	Anaheim Convention Center, Anaheim, CA Central States, Rosemont, IL Arizona State Supreme Courts, Phoenix Jewish Community Center, Overland Park, KS Juvenile Detention Center, Indianapolis	Indiana State Office Building II, Indianapolis Providence Convention Center, Providence, RI Bank of America Operations Center, Mesa, AZ Ohio Department of Transportation, Mansfield, OH United Telecom, Kansas City, MO
26 (32)	Smith, Hinchman & Grylls Associates, Inc. Detroit Phoenix, Washington, DC	7.61	33.10	152.2	5.05	2 PP 5 PM — JC — SDR — JDR	NA 55 — — —	130 85 — — —		11 DES 3 JD 3 CADD 1 MBD 27 TID		43 30 30 45 —	65 45 45 70 —	SH&G offices, Detroit BASF, R&D Center expansion, Southfield, MI Univ. of IL/Technology Lab, Urbana-Champaign, IL Upjohn Chemical Research Lab, Kalamazoo, MI FBI field offices, multiple locations	Cleveland Hopkins Airport renovation, Cleveland Philips Components CRT Manuf. Fac., Saline, MI NBD Bancorp Technology Ctr., Van Buren Twp., MI Dickinson Wright Law offices, Detroit Univ. of CA/Material Science Lab, Los Alamos, NM
27 (—)	Beyer Blinder Belle, Architects & Planners New York	7.61	13.35	144.4	1.87	2 PP 2 PM 3 JC 2 SDR 2 JDR	NA 63 47 40 26	170 135 95 75 55		3 DES 4 JD — CADD — MBD 19 TID		55 27 — — —	110 55 — — —	Ellis Island Nat'l Museum of Immigration, New York Harborside Financial Center, Jersey City, NJ 589 Fifth Avenue, New York JenkinsCourt, Jenkintown, PA Della Femina Traviano, New York	Denver Performing Arts Center, Denver Queens College, Flushing, NY 609 Fifth Avenue, New York Henri Bendel, New York James J. Howard Marine Labs, Sandy Hook, NJ
28 (36)	Griswold, Heckel & Kelly Associates, Inc. (GHK) Chicago New York, Boston	7.50	8.50	300.0	5.00	9 PP 15 PM 12 JC 12 SDR 20 JDR	NA 46 39 37 21	108 83 60 50 35		32 DES 10 JD 8 CADD 5 MBD 138 TID		30 21 33 35 —	55 33 45 — —	Navistar, Chicago State Street Bank, Boston Deloitte & Touche, New York Andersen Consulting, Florham Park, NJ Van Den Bergh Foods, Lisle, IL	Ernst & Young, Boston Munich American, New York Sterling Drug, New York Heller Financial, Chicago Unocal Corp., Schaumburg, IL
29 (22)	The Callison Partnership, Ltd. Seattle San Diego	7.45	19.60	100.0	2.00	2 PP 24 PM 8 JC — SDR — JDR	NA 38 24 — —	100 70 55 — —		52 DES 26 JD 3 CADD — MBD 118 TID		26 20 24 — —	53 35 40 — —	Nordstrom-Garden State Plaza, Paramus, NJ Nordstrom Credit Center, Denver Sea-Tac Holiday Inn, Seattle Boeing Employee Credit Union, Tukwila, WA Graham & Dunn Law offices, Seattle	Tyler Mall, Riverside, CA Benson Hotel, Portland, OR Nordstrom Menlo Park, Edison, NJ Preston Thorgrimson Shidler Gates & Ellis, Seattle Washington Mutual Savings Banks, Seattle
30 (41)	The Phillips Janson Group Architects, P.C. New York	7.09	7.09	82.5	1.95	4 PP 18 PM 7 JC 6 SDR 3 JDR	NA 50 40 35 25	138 95 68 60 40		12 DES 5 JD 2 CADD 3 MBD 74 TID		45 25 NA 40 —	85 55 70 — —	Time Warner Inc. Magazine Group, New York Nikon Inc., Melville, NY Bankers Trust Company, New York New York Chamber of Commerce, New York Unicel, New York	American Banker Bond Buyer, New York B P I Communications, New York Time Warner Inc., New York Rolling Stone US, New York Bankers Trust Company, New York
31 (23)	Jung/Brannen Associates, Inc. Boston New York, Hartford, CT	6.84	15.91	65.0	1.95	1 PP 2 PM 2 JC 1 SDR — JDR	NA 49 39 30 —	150 92 65 58 —		5 DES 4 JD — CADD — MBD 18 TID		39 26 — — —	65 47 — — —	Aetna Home office renovation, Hartford, CT New England Telephone Phase One, Boston MGH Labs, Boston Florida Progress, St. Petersburg, FL Citizens Bank, Providence, RI	New England Telephone Phase Two, Boston Trinity Street, Hartford, CT Raytheon executive headquarters, Lexington, MA Merrill Lynch, Houston Massachusetts Financial Services, Boston

32 (—)	Kajima International, Inc. Fort Lee, NJ Los Angeles, Chicago, Atlanta, Detroit, Dallas, Charlotte, NC; W. Palm Beach, FL	6.68	13.46	66.3	1.45	2 PP 5 PM 4 JC 4 SDR 2 JDR	NA 60 35 28 20	150 105 66 66 45	4 DES 3 JD 6 CADD 8 MBD 44 TID	60 25 28 NA	86 45 54	The Fuji Bank, Ltd., New York Yasuda Fire & Marine Insurance Company, New York River Vale Country Club, River Vale, NJ Ritz Carlton Hotel, San Francisco Tokio Marine, Pasadena, CA	Los Angeles Children's Court, Monterey Park, CA Mazda Motors administration building, Flat Rock, MI Isuzu Technical Center, Plymouth, MI Fellissimo, New York Mita Copystar, Greenville, SC
33 (21)	HKS, Inc. Dallas Los Angeles, Tampa, FL	6.60	55.00	105.0	6.10	— PP 7 PM 9 JC 6 SDR 7 JDR	— 40 30 25 20	— 77 58 48 39	12 DES 5 JD — CADD 1 MBD 51 TID	33 20 — 30 —	63 39 — 58 —	NCNB Texas, Dallas Winchester Medical Center, Winchester, VA DFW Hilton Executive Conference Center, Dallas Mobil Data Services, Ltd., London Mercy Hospital of New Orleans, New Orleans	Lincoln Towers, Ballston, VA Greyhound Dial Corporation, Phoenix Tandy Technology Center, Fort Worth, TX Lee Memorial Hospital, Fort Myers, FL Marquette General Hospital, Marquette, MI
34 (42)	Interior Architects Inc. (IA) San Francisco New York, Los Angeles, Washington, DC	6.60	6.60	90.0	2.70	7 PP 18 PM 7 JC 8 SDR 4 JDR	NA 45 32 29 25	90 80 57 52 45	14 DES 6 JD 4 CADD 4 MBD 89 TID	34 24 39 NA	60 43 70 —	Security Pacific National Bank, San Francisco Bank of America, Los Angeles Paul, Hastings Janofski & Walker, New York Rutgers University, New Brunswick, NJ Dean Witter regional headquarters, Los Angeles	Bank of America, Vacaville, CA VISA headquarters, San Mateo, CA Caltrans district regional headquarters, Oakland, CA Grubb & Ellis headquarters, San Francisco Goldman Sachs, New York
35 (139)	Vocon Interiors, Inc. Cleveland	6.56	11.50	19.3	2.74	1 PP 1 PM — JC — SDR — JDR	NA NA — — —	75 65 — — —	2 DES 1 JD 1 CADD 1 MBD 8 TID	NA NA NA NA	58 45 55 —	Ohio Motorists Association, multiple locations Villa Sancta Anna, Beachwood, OH Blue Cross/Blue Shield, Cleveland Ohio Veterans Home, Sandusky, OH Gateway Manor Congregate Living Fac., Euclid, OH	Security Federal, Mayfield Heights, OH Oberlin Clinic, Oberlin, OH Ohio Motorists Association, multiple locations Blue Cross/Blue Shield-Med Life, Cleveland Welsh Home, Rocky River, OH
36 (45)	STUDIOS Architecture San Francisco, Washington, DC, London New York, Paris	6.35	8.60	45.0	1.50	5 PP 18 PM 9 JC 15 SDR 16 JDR	NA 60 38 36 26	150 125 90 60 50	19 DES 16 JD 11 CADD 6 MBD 130 TID	44 26 35 31 —	70 50 65 —	3Com Corporation headquarters, Santa Clara, CA Urban Land Institute headquarters, Washington, DC Apple Computer, Inc., Mountain View, CA Wilderness Society headquarters, Washington, DC Apple Computer, Inc., Paris	MCI Telecommunications Corp. HQ, Washington, DC Office of the Comptroller/Currency, Washington, DC British Aerospace, Inc., Loudoun County, VA Univ. of CA, Davis-Alumni & Visitor Ctr., Davis, CA Quantum Corp.-corporate & manuf. HQ, Milpitas, CA
37 (34)	CUH2A Princeton, NJ	6.25	25.00	NA	3.50	11 PP 2 PM 4 JC 2 SDR 3 JDR	NA 49 44 35 29	125 90 68 51 43	14 DES 6 JD 3 CADD 3 MBD 49 TID	39 22 33 35 —	54 33 43 —	Hoechst-Celanese, Morristown, NJ DAMCO, Florham Park, NJ Merck & Company-Parkway Towers, Woodbridge, NJ Pitney Hardin Kipp & Szuch, Florham Park, NJ Sony Corporation, Montvale, NJ	Rorer Group, Inc. corporate HQ, Collegeville, PA BMW-North America, Inc. HQ, Woodcliff Lake, NJ Falcon Jet Corporation, Paramus & Teterboro, NJ Pezrow, Ramsey, NJ OMR Systems, Inc., Princeton, NJ
38 (43)	Henningson, Durham & Richardson, Inc. (HDR) Omaha, NE Dallas, Alexandria, VA; Irvine, CA	6.16	30.80	87.3	2.18	— PP 3 PM — JC — SDR — JDR	— 60 — — —	— 108 — — —	4 DES 8 JD 7 CADD 2 MBD 26 TID	42 27 32 45 —	75 48 57 —	St. Jude's Med. Ctr. Research Tower, Memphis, TN Huntington Memorial Hospital, Pasadena, CA Bowman Grey School-Med. Ctr., Winston Salem, NC Children's Hospital of Wisconsin, Milwaukee, WI Research & Engineering Building, Ft. Meade, MD	Shriners Hosp./Crippled Children, Galveston, TX Lutheran Hospital of Indiana, Ft. Wayne, IN St. Jude's Medical Center, Memphis, TN Asbury Salina Regional Medical Center, Salina, KS Kaiser Woodridge Medical Center, Woodridge, VA
39 (57)	3D/International, Inc. Houston Los Angeles, Phoenix, Seattle, Alexandria, VA; Sacramento, CA; San Antonio, TX; Hong Kong; London	6.07	28.84	105.0	3.26	4 PP 7 PM 8 JC 10 SDR 6 JDR	NA 65 45 35 30	150 100 70 55 48	14 DES 5 JD 7 CADD 5 MBD 74 TID	40 30 30 30 —	63 48 48 —	Texaco USA, Houston Veterans Admin. Replacement Hospital, Houston Asian Development Bank, Manila, Philippines NCNB consolidation project, Houston Amoco consolidation project, Houston	J.I. Case corporate headquarters, Racine, WI First Interstate Operations Center, Houston M.W. Kellogg, Houston University of Texas Medical Center, Galveston, TX Fulbright & Jaworski expansion, Houston
40 (40)	The Switzer Group Inc. New York	6.00	6.00	150.0	2.70	5 PP 7 PM 4 JC 3 SDR 2 JDR	NA 60 50 45 30	150 100 90 75 55	4 DES 6 JD 3 CADD 2 MBD 48 TID	35 25 30 NA	90 65 88 —	NYNEX Mobile Communications, Orangeburg, NJ Knight Ridder, New York W. Gillean, New York Edison Federal Bank, New York Con Edison, New York	Chase Manhattan Bank, Brooklyn, NY Citibank, New York Blue Cross/Blue Shield, Newark, NJ EMI Music Worldwide, New York North General Hospital, New York
41 (31)	The Architects Collaborative, Inc. Cambridge, MA San Francisco	5.99	21.00	120.0	1.50	1 PP 6 PM 2 JC — SDR — JDR	NA 53 40 — —	150 95 75 — —	11 DES 5 JD 1 CADD 1 MBD 28 TID	43 25 30 40 —	75 45 50 —	Northeastern University Library, Boston Camp Dresser & McKee Inc., Boston Kennedy School of Government, Cambridge, MA U.S. General Mail Facility, Worcester, MA UNUM corporate headquarters, Portland, ME	The Amiri Diwan, Kuwait Kuwait Postal Center, Kuwait U.S. Embassy, Cairo, Egypt Ministries-Public Works/Electric & Water, Kuwait Public Authority for Civil Information, Kuwait
42 (50)	The Falick/Klein Partnership, Inc. Houston Irvine & Oakland, CA	5.83	7.48	94.3	1.45	2 PP 10 PM 4 JC 20 SDR 12 JDR	NA 59 50 30 26	180 100 90 70 45	9 DES 3 JD 4 CADD 2 MBD 80 TID	45 26 23 NA	80 45 55 —	Mainland Center Hospital, Texas City, TX Northeast Medical Center Hospital, Humble, TX The Methodist Hospital, Houston Kaiser Permanente, Irvine, CA	Bartholomew County Hospital, Columbus, OH St. Joseph Hospital, Orange, CA DCH Regional Medical Center, Tuscaloosa, AL Christ Hospital and Medical Center, Oak Lawn, IL
43 (—)	Stone, Marraccini & Patterson San Francisco St. Louis, Santa Monica, CA	5.79	14.50	60.0	.88	1 PP 4 PM — JC 1 SDR 2 JDR	NA 43 — 38 25	NA 80 — 75 50	7 DES 4 JD — CADD 1 MBD 20 TID	41 25 — NA	73 50 —	Robert A. Young Federal Building, St. Louis Nooney Corporate Offices, St. Louis Apple Computer regional office, St. Louis Div. of Workers' Compensation, Jefferson City, MO Surgical Office Suite, Univ. of CA, San Francisco	Univ./MO - Engineering Lab/Classes, Columbia, MO Old Watson Country Club, St. Louis Oppenheimer & Sons, St. Louis Thornton Hospital - Univ. of CA, La Jolla, CA San Joaquin General Hospital, Stockton, CA

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						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN \$1,000'S	AVG BILLING RATE \$/HOUR	NO. OF EMPLOYEES	CATEGORY			AVERAGE SALARY IN \$1,000'S	AVG BILLING RATE \$/HOUR
44 (44)	The International Design Group Inc. Toronto New York, London	5.53	5.83	95.0	2.00	10 — — 20 20	PP PM JC SDR JDR	NA — — 70 NA	140 — — 95 70	30 3 — — 83	DES JD CADD MBD TID	50 35 — — —	70 70 — — —	Castle Court Shopping Centre, Belfast, Ireland One-Stop Perry Bar, Birmingham, England LCBO Vintages, Toronto Hazelton Lanes, Toronto Broque, Toronto	Sheppard Centre, Toronto Crawley Town Centre Mall, Crawley, England Santiago Shopping Centre, Santiago, Chile Titusville Town Centre, Titusville, FL The Market Place, Rochester, NY
45 (48)	Jon Greenberg & Associates Inc. Berkley, MI	5.21	5.32	93.1	2.98	2 9 — — —	PP PM JC SDR JDR	NA 45 — — —	141 95 — — —	14 16 5 2 60	DES JD CADD MBD TID	33 25 25 — —	68 58 58 — —	McAlpin's/div. of Mercantile Stores, Lexington, KY Joslin's/div. of Mercantile Stores, Denver Sears, Toronto Winkelman's/div. of Petrie Stores, Troy, MI Ringling Brothers, Barnum & Bailey, Washington, DC	Warner Brothers Inc., Los Angeles The Limited Inc., Columbus, OH Gitano, Edison, NJ Trans Work Music Corp., Albany, NY Blockbuster Entertainment Inc., Ft. Lauderdale, FL
46 (46)	Greenwell Goetz Architects, PC Washington, DC Vienna, VA	5.17	5.17	50.0	1.25	3 8 3 8 6	PP PM JC SDR JDR	NA 53 47 36 27	110 80 65 57 47	6 5 — 1 49	DES JD CADD MBD TID	42 26 — NA —	61 47 — 30 —	MCI, Vienna, VA Edison Electric Institute, Washington, DC Collier Shannon & Scott, Washington, DC Dominion Bank, Vienna, VA Pettit & Martin, Washington, DC	Morrison, Hecker, Curtis, et. al., Kansas City, MO Reston Town Center, Reston, VA Crumman, Herndon, VA Chevy Chase Pavilion, Chevy Chase, MD
47 (—)	HGA Interiors - A Division of HGA Architects & Engineers Minneapolis Milwaukee, Denver	5.15	18.38	91.9	1.53	3 2 — — —	PP PM JC SDR JDR	NA 40 — — —	NA 70 — — —	5 3 1 — 14	DES JD CADD MBD TID	30 22 20 — —	45 35 30 — —	Briggs and Morgan law offices, Minneapolis Mackall, Crouse & Moore, Minneapolis 3M Company, St. Paul, MN Italian Community Center, Milwaukee Coldwell Banker office, Minneapolis	Covenant Medical Center, Waterloo, IA Owatonna Elementary & High School, Owatonna, MN Luther Residence Hall, Decorah, IA Minnesota History Center, St. Paul, MN 3M Company, St. Paul, MN
48 (37)	Flad & Associates Madison, WI Gainesville, FL; Greenwich, CT	5.11	14.60	43.2	1.69	6 12 7 — 15	PP PM JC SDR JDR	NA 50 42 — 18	100 75 65 — 30	6 2 5 5 63	DES JD CADD MBD TID	29 18 25 37 —	50 30 40 55 —	Northwestern Mutual Life, Milwaukee Pharmalair World headquarters, Tampa, FL Armstrong World Industries, Lancaster, PA Veterans Administration Medical Center, Tomah, WI Villa St. Francis Retirement Center, Milwaukee	Croixland Dog Track, Hudson, WI St. Elizabeth Hospital, Appleton, WI Boehringer Ingelheim, Ridgefield, CT St. Luke's Hospital, Davenport, IA Univ. of WI Center for Health Science, Madison, WI
49 (70)	Burt Hill Kosar Rittelmann Associates Butler, PA Philadelphia, Pittsburgh, Washington, DC; Fort Myers, FL	5.06	17.15	40.0	1.40	2 18 — 2 —	PP PM JC SDR JDR	NA 38 — 27 —	110 65 — 45 —	19 4 7 3 60	DES JD CADD MBD TID	34 20 24 34 —	63 40 40 — —	Ladbroke - OTB, Western Pennsylvania Koppers, Pittsburgh Biomedical Science Tower, Pittsburgh Servistar, Butler, PA NV Ryan, Eastern United States	Ohio Valley General Hospital, Pittsburgh D-Wing/Presbyterian Univ. Hospital, Pittsburgh US Air, San Diego Alcoa Management Information Services, Pittsburgh NV Ryan, Eastern United States
50 (49)	Descon Interiors Incorporated New York	4.75	4.80	85.0	1.50	4 9 1 7 5	PP PM JC SDR JDR	NA 50 75 35 20	NA 85 80 75 50	7 4 3 2 52	DES JD CADD MBD TID	53 25 25 45 —	78 55 45 65 —	Grey Advertising, New York New York State Department of Health, New York Image Bank, New York Metropolitan Transportation Authority, New York Union Carbide Corporation, Danbury, CT	Newport Center, Jersey City, NJ Grey Advertising, New York TWA Reservations, New York New York State Council on the Arts, New York
51 (71)	Butler Rogers Baskett New York	4.73	5.26	95.0	1.11	5 7 4 5 6	PP PM JC SDR JDR	NA 65 48 46 45	150 118 88 85 83	7 7 2 1 57	DES JD CADD MBD TID	45 28 39 NA —	82 51 62 — —	Dewey, Ballantine, Bushby, et. al., New York Morrison & Forester, New York Debevoise & Plimpton, New York Pennie & Edmonds, New York Whitman & Ransom, New York	Marks Murase & White, New York Banco Popular, Quito, Ecuador Anderson Kill Olick & Oshinsky, New York Fulbright Jaworski, New York
52 (38)	DBI, Inc. Washington, DC Tysons Corner, VA	4.68	4.93	68.0	2.60	2 10 — — 3	PP PM JC SDR JDR	NA 46 — — 19	125 75 — — 34	7 3 7 3 42	DES JD CADD MBD TID	35 19 25 42 —	60 34 85 — —	Odin, Feldman & Pittelman, Fairfax, VA McDermott, Will & Emery, Washington, DC GEICO, Stafford County, VA Virginia Dept. of Transportation HQ, Fairfax, VA GTE, Rosslyn, VA	Bell Atlantic, Arlington, VA GSA, Washington, DC Software AG, Reston, VA VIKA, McLean, VA
53 (52)	LCP Assoc. Inc. New York	4.60	4.60	70.0	.75	5 8 1 6 4	PP PM JC SDR JDR	NA 58 55 45 28	150 100 80 85 50	6 5 5 1 42	DES JD CADD MBD TID	60 28 50 NA —	100 50 80 — —	Skadden Arps et. al., New York & Washington, DC Manhattan East Suite Hotel, New York Harborside Food Court, New Jersey Brown Raysman & Milstein, New York McDermott, Will & Emery, New York	Skadden Arps Slate Meagher & Flom, New York Cartier, New York The New Yorker Magazine, New York Rabobank Nederland, New York New York Stock Exchange, New York
54 (53)	Associated Space Design, Inc. Atlanta Tampa, FL; Washington, DC	4.47	4.70	88.0	3.01	7 7 — — —	PP PM JC SDR JDR	NA 35 — — —	105 70 — — —	19 8 3 1 57	DES JD CADD MBD TID	30 19 28 20 —	55 40 35 — —	AT&T regional headquarters, Atlanta IBM regional headquarters, Washington, DC Long, Aldridge & Norman, Atlanta First American Bank regional headquarters, Atlanta The Travelers Companies, Orlando, FL	A major entertainment company, Orlando, FL Banner Life, Rockville, MD The Travelers Companies, Tampa, FL Johnson & Higgins, Atlanta KPMG Peat Marwick, St. Petersburg, FL

55 (56)	Staffelbach Designs and Associates, Inc. Dallas	4.44	4.49	58.0	3.10	2 PP 8 PM 3 JC 4 SDR 3 JDR	NA 40 35 32 27	115 75 75 54 44	13 DES 8 JD 8 CADD 3 MBD 64 TID	34 19 25 38 —	62 32 56 — —	Vornado, Paramus, NJ Bozell, Inc., Dallas Mobil Oil Corporation, Dallas Pearle Vision, Dallas DSC Corporate Service, Dallas	GTE Telephone Operations headquarters, Irving, TX DSC Corporate Services, Dallas Bridge Oil, Dallas Rosewood Properties, Dallas Xerox, Dallas
56 (55)	Interprise Chicago, Dallas, Los Angeles, Oakbrook, IL	4.42	4.86	15.9	3.03	8 PP 17 PM — JC 8 SDR 4 JDR	NA 42 — 31 21	125 90 — 60 45	19 DES 4 JD 4 CADD 6 MBD 86 TID	30 20 30 38 —	55 40 60 — —	Locera, Pasadena, CA Equity Group, Chicago The Staubach Company, Dallas Metronair, Lombard, IL FDIC, Dallas	McGladrey & Pullen, multiple locations Erickson, Dallas Bank of Nova Scotia, Chicago Systems Software, Chicago 701 N. Brand, Glendale, CA
57 (60)	Architectural Interiors Incorporated Washington, DC	4.31	4.79	98.4	1.70	4 PP 6 PM — JC 8 SDR 12 JDR	NA 51 — 36 26	100 85 — 65 40	10 DES 14 JD 4 CADD 3 MBD 65 TID	34 26 28 28 —	65 40 50 — —	Freddie Mac headquarters, McLean, VA The Wyatt Co. corporate offices, Washington, DC Xerox Corporation corporate offices, Washington, DC Zenith Data Systems corporate offices, Herndon, VA Ford Motors-Gov't Relations offices, Washington, DC	Bureau of Labor Statistics HQ, Washington, DC American Red Cross headquarters, Washington, DC Capitol Senate Support Services, Washington, DC Freddie Mac corporate offices, Washington, DC Burns, Doane, Swecker & Mathis, Alexandria, VA
58 (63)	Hansen Lind Meyer Iowa City, IA Chicago, Denver, New York, Washington, DC; Orlando, FL	4.07	33.90	152.0	4.26	— PP — PM 4 JC — SDR 6 JDR	— — 19 — 35	— — 31 — 73	11 DES — JD — CADD — MBD 21 TID	23 — — — —	41 — — — —	US Postal Service Gen'l Mail Facility, Lake Mary, FL Federal Correctional Institution, Jessup, GA Veterans Administration Medical Ctr., Iowa City, IA NW Memorial/Prentice Women's Hospital, Chicago Miami Valley/Berry Women's Pavilion, Dayton, OH	Johns Hopkins Univ./Rose Research Bldg., Baltimore St. Luke's Med. Ctr./Phys. office bldg., Chicago Iowa State Univ./Molecular Biology Bldg., Ames, IA Indiana Univ./Adult Ambulatory Care, Indianapolis Univ. of IA Hosp./Psychiatric Pavilion, Iowa City, IA
59 (86)	Davis, Brody & Associates New York	4.00	10.00	85.0	.95	5 PP 7 PM 10 JC 10 SDR 5 JDR	NA 50 40 30 25	150 100 70 50 45	15 DES 20 JD — CADD 2 MBD 94 TID	40 25 — NA —	70 45 — — —	Lincoln Center for the Performing Arts, New York 395 Hudson Street Associates, New York New York Public Library, New York Univ. of PA/Lader-Fischer Institute, Philadelphia	Baruch College Library, New York Harvard Univ./E. Quadrangle Research Fac., Boston SUNY-Buffalo, Natural Science Complex, Buffalo, NY National Multiple Sclerosis Society, New York Bronx Zoo - Astor Court restoration, Bronx, NY
60 (67)	The Office of Pierce Goodwin Alexander & Linville Houston Dallas & Grapevine, TX; Tampa, FL; Washington, DC	3.92	9.22	70.0	2.66	— PP 6 PM — JC 8 SDR — JDR	— 50 — 40 —	— 90 — 65 —	16 DES 8 JD 4 CADD 1 MBD 48 TID	35 25 30 28 —	65 45 50 — —	Panhandle Eastern, Houston Friendwood Development Co., Houston Univ. of TX/Emergency-Trauma Ctr., Galveston, TX SONAT, Houston Int'l Arrivals Building, Int'l Airport, Houston	Metropolitan WA Airport Authority, Washington, DC Space Center Houston, Houston Coopers & Lybrand, Houston Panhandle Eastern, Houston
61 (—)	The Environments Group Chicago	3.92	3.92	256.5	4.27	1 PP 15 PM 3 JC 8 SDR 3 JDR	NA 51 36 29 25	125 90 70 55 40	13 DES — JD — CADD 2 MBD 53 TID	32 — — NA —	55 — — — —	JMB Properties, Inc., Chicago Fujisawa USA, Deerfield, IL Kraft Foodservice, Phoenix, Baltimore & Glenview, IL AT&T, Chicago First Chicago Corporation, Chicago	Ameritech Center, Hoffman Estates, IL Kraft, Inc., Glenview, IL Dun & Bradstreet Software Systems, Oakbrook, IL Illinois Bell Telephone, Chicago Citibank, Chicago
62 (83)	Ehrlich Rominger Los Altos, CA Newport Beach, Sacramento & San Francisco, CA	3.90	13.00	150.0	4.00	4 PP 24 PM 12 JC 15 SDR 10 JDR	NA 70 45 38 40	105 95 85 71 40	17 DES 15 JD 10 CADD 6 MBD 146 TID	58 20 38 50 —	90 40 71 — —	NEC Mega Line Facility, Roseville, CA Hewlett-Packard, Roseville, CA Raychem Data Center, Menlo Park, CA Apple Computer-Manuf./Admin. Facility, Fremont, CA Low Security Inmate Housing, Santa Clara, CA	Advanced Cardiovascular Systems, Temecula, CA Puritan Bennett Admin./Manuf. Facility, Carlsbad, CA Nichols Research Institute, San Juan Capistrano, CA Univ. of CA/Davis Engineering Unit 2, Davis, CA Kaiser Central Valley Medical Center, Fresno, CA
63 (75)	The Kling-Lindquist Partnership, Inc. Philadelphia	3.85	35.00	85.0	2.28	1 PP 4 PM 2 JC — SDR — JDR	NA 63 NA — —	135 110 NA — —	9 DES — JD 3 CADD 2 MBD 21 TID	42 — 37 52 —	68 — 38 — —	Glaxo, Inc., Research Triangle Parks, NC Duane, Morris & Hecksher, Philadelphia Upjohn, multiple locations nationwide Merrill Lynch, Denver Morgan Lewis & Bockius, Philadelphia	New York Life, Clinton, NJ Schwartz Detweiler, Philadelphia
64 (66)	Schafer Associates, Inc. Oakbrook Terrace, IL	3.80	4.00	47.0	1.70	3 PP 10 PM 2 JC 3 SDR 5 JDR	NA 57 35 29 24	180 90 60 40 40	5 DES 6 JD — CADD 2 MBD 46 TID	37 23 — NA —	50 40 — — —	Bell's, Greensboro, NC Carson Pine Scott, Lincolnwood, IL Boston Store, Milwaukee Younkers, Moline, IL Kinney Shoes, multiple locations	Marshall Field's, Oakbrook, IL Carson Pine Scott, St. Charles, IL Sears Roebuck & Company, Bloomington, IL The Mall at Mazatlan, Mazatlan, Mexico Younkers, Omaha, NE
65 (—)	Chaix & Johnson, Inc. West Los Angeles Singapore	3.69	4.46	75.0	1.60	3 PP 6 PM 4 JC 4 SDR 13 JDR	NA 55 40 35 50	175 100 85 75 50	9 DES 3 JD — CADD 1 MBD 51 TID	51 30 — 30 —	88 50 — 50 —	Singapore International Airport, Singapore Daimaru, Tokyo Central WTC, Bangkok, Thailand Otaru Grand Hotel, Otaru, Japan Fabricas de Francia, Morelia, Mexico	Melbourne Central, Melbourne, Australia Forty Two Square, Los Angeles Yokohama Convention Center, Yokohama, Japan Daimaru, Melbourne, Australia Marui Imai, Otaru, Japan
66 (72)	CHS/Sheridan, Inc. New York Phoenix	3.68	4.60	300.0	1.00	3 PP 6 PM 1 JC 5 SDR 2 JDR	NA 50 60 35 25	100 90 60 50 25	3 DES — JD 2 CADD — MBD 25 TID	NA — NA — —	80 — 50 — —	Teachers Insurance & Annuity, New York Citibank/8 branches, New York Manufacturers Hanover Trust/5 branches, New York Olympia & York, New York CIGNA Insurance, New York	Teachers Insurance & Annuity, New York Citibank/8 branches, New York Manufacturers Hanover Trust/5 branches, New York Olympia & York, New York CIGNA Insurance, New York

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						NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1,000's	AVERAGE BILLING RATE \$/HOUR	NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1,000's	AVERAGE BILLING RATE \$/HOUR		
67 (62)	Deupl and Associates, Inc. Washington, DC Arlington, VA	3.63	4.27	180.0	4.50	2 PP 13 PM — JC 8 SDR 3 JDR	NA 52 — 40 30	120 90 — 75 55	—	3 DES 2 JD 4 CADD 1 MBD 47 TID	50 30 30 40 —	75 50 60 — —	—	W*USA Broadcast Facility, Washington, DC Communication Workers of America, Washington, DC Dow, Lohnes & Albertson, Washington, DC Heron, Burchette, et al, Washington, DC NMTBA-Nat'l Assn./Manuf. Tech., Washington, DC	The Children's Defense Fund, Washington, DC Tobishima Atlantic, Inc., Washington, DC L'Enfant Plaza Properties, Washington, DC Equitex, Rockville, MD Dept./Commerce-Patent & Trademark, Arlington, VA
68 (54)	Ryan Gibson Bauer Kornblath, P.A. Middletown, NJ New York	3.42	6.00	35.0	1.00	2 PP 9 PM 6 JC 7 SDR 4 JDR	NA 67 53 37 20	150 100 75 65 45	—	6 DES 3 JD 4 CADD 3 MBD 56 TID	44 28 31 40 —	60 45 75 — —	—	Educational Testing Service, Princeton, NJ Wld. Trade Ctr.-Port Authority/NY & NJ, New York 111 Broadway, New York Information Technologies Center, NJIT, Newark, NJ Weight Watchers International HQ, Jericho, NY	Wld. Trade Ctr.-Port Authority/NY & NJ, New York Weight Watchers International HQ, Jericho, NY Nelson Hall - Rutgers University, Piscataway, NJ Information Technologies Center, NJIT, Newark, NJ PS 206 & PS 220, Queens, NY
69 (89)	The Stubbins Associates, Inc. Cambridge, MA	3.32	16.82	30.0	.60	2 PP 4 PM 1 JC 1 SDR 1 JDR	NA 55 48 38 32	NA 100 87 69 58	—	4 DES 1 JD — CADD 1 MBD 16 TID	42 30 — 35 —	76 54 — 63 —	—	Bank One, Indianapolis Atlantic Mutual Companies, Giralda Farms, NJ Suffolk County Jail, Boston Systems Mgmt. Engineering Facility, Bedford, MA Kimball/ARTEC showroom, Boston	Prudential Insurance Co. of America, Roseland, NJ Prudential Insurance Co. of America, Andover, MA Houghton Mifflin Company, Boston Suffolk County House of Corrections, Boston Charles Stark Draper Laboratory, Cambridge, MA
70 (74)	Daroff Design Inc. & DDI Architects, PC Philadelphia	3.29	4.40	175.0	2.50	5 PP 6 PM 4 JC 4 SDR 4 JDR	NA 50 50 50 30	185 100 90 80 50	—	6 DES 4 JD — CADD 4 MBD 42 TID	50 30 — 30 —	75 35 — — —	—	1818 Market Street renovation, Philadelphia Philadelphia Int'l Airport renovation, Philadelphia Capital Blue Cross headquarters, Harrisburg, PA Mobil Oil, multiple locations in PA & NJ Disney Hotel renovations, Orlando, FL	Philadelphia Int'l Airport renovation, Philadelphia Philadelphia Convention Center Hotel, Philadelphia Disney Hotel renovations, Orlando, FL Children's Seashore House Hospital, Philadelphia Sharples Alta Laval, Warminster, PA
71 (77)	O'Donnell Wicklund Pigozzi & Peterson Architects, Inc. Deerfield, IL	3.26	12.10	31.9	5.17	— PP 5 PM — JC 1 SDR 1 JDR	— 50 — 42 19	— 70 — 75 44	—	14 DES 5 JD 1 CADD 1 MBD 29 TID	33 22 22 45 —	65 42 42 — —	—	Ravenswood Hospital Obstetrics Dept., Chicago Allstate Life, Deerfield, IL Silver Cross Hospital Emergency Room, Joliet, IL Wood Dale Police and Village Hall, Wood Dale, IL Franciscan Village, Lemont, IL	Zenith Data Systems, Buffalo Grove, IL Illinois Bell Telephone Learning Center, Chicago American Airlines, Chicago Village Inn, Lemont, IL Ela Public Library, Lake Zurich, IL
72 (—)	Ridgway Associates Los Angeles	3.20	3.20	35.5	.85	2 PP 5 PM 4 JC 2 SDR 1 JDR	NA 55 45 35 NA	125 80 65 50 NA	—	6 DES — JD 1 CADD 2 MBD 28 TID	48 — NA 45 —	70 — NA — —	—	R.H. Macy/Bullock's offices, Los Angeles Cadwalader, Wickersham & Taft, Los Angeles Coudert Brothers, Los Angeles Executive Suites, Los Angeles Massachusetts Mutual, Los Angeles	Shearman & Sterling, Los Angeles Wright, Robinson, McCammon, et al., Los Angeles Bank of California, Los Angeles Sullivan Bluth Animation Studios, Burbank, CA
73 (110)	Thompson, Ventulett, Stainback & Associates, Inc. Atlanta	3.17	23.50	57.6	1.44	3 PP 6 PM 5 JC — SDR — JDR	NA 33 31 — —	NA 72 50 — —	—	8 DES 5 JD 2 CADD 1 MBD 30 TID	24 18 18 16 —	39 29 29 — —	—	IBM Entry Systems Division, Boca Raton, FL Haywood Mall, Greenville, SC Altamonte Mall, Orlando, FL Miami Beach Convention Center, Miami 5200 Waterford, Miami	IBM Wildwood, Atlanta Rockaway Mall renovation, Rockaway, NJ Regency Square renovation, Jacksonville, FL Chapel Hill Mall, Akron, OH Corporate Offices at Promenade, Atlanta
74 (79)	The H. Chambers Company Baltimore Lyford Clay, Nassau, N.P., Bahamas	3.13	3.91	63.6	1.15	3 PP 2 PM 7 JC 2 SDR 2 JDR	NA 50 39 32 19	125 95 80 50 45	—	6 DES 6 JD 1 CADD 2 MBD 55 TID	27 22 27 36 —	60 50 65 — —	—	Princess Cruise Lines/Crown, Trieste, Italy Philmont Country Club, Huntingdon Valley, PA Baltimore Gas & Electric Company, Baltimore Mercy Medical Center, Baltimore Edison Hotel, New York	Princess Cruise Lines/Regal, Trieste, Italy Penta Hotel, Newark Int'l Airport, Newark, NJ Mill River Club, Oyster Bay, Long Island, NY Sheraton Inner Harbor Hotel, Baltimore Bermuda Run Country Club, Winston-Salem, NC
75 (87)	KZF Incorporated Cincinnati	3.07	11.15	56.7	1.20	2 PP 3 PM — JC — SDR — JDR	NA 34 — — —	70 55 — — —	—	4 DES 2 JD 2 CADD 1 MBD 14 TID	29 NA NA NA —	45 33 40 65 —	—	Covington Landing, Covington, KY Cincinnati Bell Technical Center, Erlanger, KY Cincinnati Bell Information Systems, Cincinnati River Center Embassy Suites Hotel, Covington, KY Price Waterhouse offices, Cincinnati	Ohio Department of Transportation, Columbus, OH Community Ltd. Care Dialysis Center, Blue Ash, OH Frost & Jacobs Law offices, Cincinnati & Naples, FL Cincinnati Bell Information Systems, Cincinnati Univ./Cincinnati Health Professions Bldg., Cincinnati
76 (73)	Wyatt Stapper Architects Seattle	3.06	3.60	35.0	1.50	2 PP 9 PM — JC 8 SDR — JDR	NA 50 — 40 —	114 65 — 50 —	—	9 DES 6 JD 7 CADD 1 MBD 53 TID	38 26 30 45 —	55 46 40 65 —	—	Nike Incorporated, Beaverton, OR Heller Ehrman, Anchorage, AK Star Bucks, Seattle IBM, Kirkland, WA KPMG Peat Marwick, Seattle	McCaw Communications, Seattle Heller Ehrman, Seattle Metropolitan Federal Savings & Loan, Seattle Immunex, Seattle Haggen Foods, Bellingham, WA
77 (138)	Naomi Leff & Associates, Inc. New York San Francisco	2.88	3.20	19.0	.10	1 PP 1 PM 7 JC 4 SDR 3 JDR	NA 85 60 50 28	200 175 100 90 55	—	5 DES 6 JD — CADD 1 MBD 36 TID	50 26 — 35 —	90 50 — 50 —	—	Holt Renfrew Specialty Store, Toronto Holt Renfrew Specialty Store, Vancouver, BC Holt Renfrew Specialty Store, Calgary, Alberta Saks Fifth Avenue Boutiques, nationwide Emporio Armani, Toronto	Holt Renfrew Specialty Stores, Montreal Holt Renfrew Specialty Stores, Vancouver, BC

NA indicates information not available

— indicates information not applicable to category and/or firm.

78 (88)	Harley Ellington Pierce Yee Associates, Inc. (HEPY) Southfield, MI Denver, Los Angeles, Seattle, Orlando, FL Windsor, Ontario	2.87	14.51	37.0	.75	1 PP 1 PM — JC — SDR — JDR	NA NA — — —	NA NA — — —	3 DES 3 JD — CADD — MBD 8 TID	36 30 — — —	54 45 — — —	Chrysler Technology Center, Auburn Hills, MI Ford Motor Company, Dearborn, MI The Kellogg Company, Battle Creek, MI Plunkett & Cooney, Detroit Blue Cross/Blue Shield of Michigan, Detroit	Chrysler Technology Center, Auburn Hills, MI St. Luke's Hospital, Saginaw, MI The Kellogg Company, Battle Creek, MI Ford Motor Company-Utica Trim Plant, Utica, MI St. Luke's-Labor Delivery Recovery, Saginaw, MI
79 (97)	Einhorn Yaffee Prescott, Architecture/Engineering, PC Albany, NY Washington, DC	2.85	10.54	36.8	.29	2 PP 2 PM — JC — SDR — JDR	NA NA — — —	115 85 — — —	5 DES 2 JD 2 CADD — MBD 14 TID	30 20 22 — —	45 35 37 — —	Albany County Courts, Albany, NY Sage Hall, Cornell University, Ithaca, NY VA Med. Ctr.-Psych. Outpatient Fac., Northport, NY Gen'l Electric Co.-Reception Ctr., Schenectady, NY NY State Education Bldg., 5th floor, Albany, NY	Ellis Hospital, Schenectady, NY Key Bank, Albany, NY Wellington Building, Albany, NY Gen'l Electric Co., corp. offices, Schenectady, NY Town of Colonie, Colonie, NY
80 (68)	Russell Gibson von Dohlen Farmington, CT White Plains, NY	2.85	5.70	84.0	2.80	— PP 2 PM 2 JC 1 SDR 1 JDR	NA 50 40 35 23	120 100 70 55 45	5 DES 8 JD — CADD — MBD 20 TID	38 25 — — —	66 45 — — —	CIGNA, Bloomfield, CT ABB Combustion Engineering, Windsor, CT United Technologies, Hartford, CT ACMAT Corp., New Britain, CT Ritz Paris, Greenwich, CT	Northeast Utilities, New Britain, CT CIGNA, Bloomfield, CT ADVO sales offices, multiple locations Johnson & Higgins, Hartford, CT Loctite Corporation, Newington, CT
81 (84)	Eaton Design Group, Inc. McLean, VA	2.76	2.76	35.7	1.05	3 PP 6 PM 2 JC 6 SDR — JDR	NA 35 27 25 —	125 55 48 54 —	6 DES — JD 5 CADD 2 MBD 35 TID	29 — 24 35 —	49 — 30 — —	F-25, Herndon, VA Institute for Defense Analyses, Alexandria, VA DARPA, Arlington, VA Betac Corporation, Arlington, VA CACI, Fairfax, VA	Mitre Corporation, McLean, VA DCA, Arlington, VA
82 (94)	Ballinger Philadelphia	2.75	11.00	235.0	3.70	— PP 5 PM — JC 2 SDR 2 JDR	— 50 — 30 22	— 80 — 48 35	8 DES 2 JD — CADD 1 MBD 24 TID	36 22 22 40 —	58 35 36 — —	Independence Blue Cross, Philadelphia Meridian Bank, Philadelphia Johnson & Johnson Cons. Prod., New Brunswick, NJ Ethicon, Somerville, NJ Bryn Mawr Hospital, Bryn Mawr, PA	Hershey Foods headquarters, Hershey, PA Hershey Foods Data Center, Hershey, PA Bryn Mawr Hospital/B&D wing, Bryn Mawr, PA Milford Hospital, Milford, DE Meridian Bank, Philadelphia
83 (90)	Gresham, Smith and Partners Nashville, TN Birmingham, AL; Jacksonville, FL	2.67	12.73	62.7	1.77	2 PP 6 PM — JC — SDR — JDR	NA 42 — — —	100 70 — — —	9 DES 6 JD 1 CADD 1 MBD 26 TID	35 25 NA NA —	60 40 NA — —	Alabama Judicial Center, Montgomery, AL Nemours Children's Clinic, Jacksonville, FL Service Merchandise, Nashville, TN Alexander and Alexander, Nashville, TN Strategic Health Clinic, Birmingham, AL	Bryce Hospital, Tuscaloosa, AL Waller Lansden Dorch & Davis, Nashville, TN Harwell Martin & Stegall, Nashville, TN
84 (92)	Spillis Candela & Partners Interiors Coral Gables, FL Orlando, Jacksonville & West Palm Beach, FL; Washington, DC	2.66	18.99	81.5	1.88	1 PP 7 PM 5 JC 4 SDR — JDR	NA 50 30 37 —	150 90 55 55 —	10 DES 5 JD 2 CADD 2 MBD 40 TID	34 21 30 42 —	57 38 55 — —	Barnett Banks, Inc., Jacksonville, FL South FL Water Mgmt. District, W. Palm Beach, FL Bacardi Imports, Inc., Miami AT&T, Orlando, FL Chandris Cruise Lines, Miami	The Watergate Hotel, Washington, DC Marathon Airport, Monroe County, FL Barnett Banks, Inc., Jacksonville, FL Banco Ganadero International, Miami School Board of Broward County, Ft. Lauderdale, FL
85 (164)	CBT/Childs Bertman Tseckares & Casendino Inc. Boston	2.66	8.00	31.0	.99	1 PP 4 PM 2 JC — SDR — JDR	NA 42 38 — —	150 105 85 — —	3 DES 3 JD 1 CADD — MBD — TID	42 30 32 — —	55 55 55 — —	Amica, Smithfield, RI Aldridge Eastman, Boston Rucker Anthony, Boston Dean Witter, multiple Northeast locations 116 Huntington Avenue, Boston	45 Milk Street, Boston American Express, Boston Coolidge Bank, Boston Milgrim Thomason, Boston Parlin Library, Everett, MA
86 (114)	Planned Expansion Group - Architects & Planners, PC White Plains, NY	2.63	2.92	2.7	.55	2 PP 4 PM 5 JC 4 SDR 2 JDR	NA 60 45 45 25	150 100 75 75 40	4 DES — JD 4 CADD 1 MBD 30 TID	53 — 40 60 —	88 — 70 — —	Crosspoint Plaza, Naugatuck, CT Chubb Group Insurance Companies, White Plains, NY Cunard Line Limited, Long Island City, NY Country Road Australia, nationwide Oppenheimer & Co., Inc., New York	Ohioville Crossing, New Paltz, NY Combe, Inc., White Plains, NY Squadron Ellenhoff Plesent & Lehrner, New York Oppenheimer & Co., Inc., Ft. Lauderdale, NY IBM Corporation, White Plains, NY
87 (65)	Gwathmey Siegel & Associates Architects New York Bedford, NY	2.63	7.50	50.0	.70	2 PP 12 PM 5 JC 19 SDR 7 JDR	NA 70 50 45 35	225 125 85 60 30	— DES — JD 3 CADD — MBD 57 TID	— — 40 — —	— — 60 — —	Hanover House, Weehauken, NJ Janklow & Nesbitt, New York Oberlin College dining/student union, Oberlin, OH SBK Entertainment World, Inc., New York American Museum of the Moving Image, Astoria, NY	Guggenheim Museum, New York Busch-Reislinger Museum addition, Cambridge, MA PepsiCo, Inc., Purchase, NY Disney Convention Center, Orlando, FL Lexecon, Inc., Chicago
88 (—)	Ted Moudis Associates New York	2.61	2.75	28.5	1.09	1 PP 4 PM 4 JC 5 SDR 2 JDR	NA 45 35 25 40	145 95 75 75 50	3 DES — JD 2 CADD 1 MBD 26 TID	38 — NA 30 —	80 — 65 — —	American Standard, Inc., New York Northern Telecom, Inc., New York Bankers Trust Company, New York Bank of Japan, New York Security Pacific Corporation, New York	National Football League, New York The Color Wheel, Inc., New York Manufacturers Hanover Trust Company, New York IBJ Schroder Bank & Trust Company, New York Chase Manhattan Bank, New York
89 (116)	IDS/Interior Design Systems Newton, MA	2.57	9.03	5.0	NA	1 PP — PM — JC — SDR — JDR	NA — — — —	NA — — — —	3 DES 2 JD — CADD — MBD 135 TID	37 31 — — —	60 45 — — —	Rutland Regional Medical Center, Rutland, VT Corning Medical Group, P.C., Corning, NY Baystate Medical Center/east wing, Springfield, MA Ronald McDonald House, Springfield, MA Mt. Pleasant Country Club, Boylston, MA	Baystate Med./Women & Newborn, Springfield, MA Franklin Medical Center, Greenfield, MA Jones Memorial Hospital, Wellsville, NY Holy Family Hospital & Medical Center, Methuen, MA

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						NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1,000'S	AVERAGE BILLING RATE / HOUR	NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1,000'S	AVERAGE BILLING RATE / HOUR		
90 (117)	Osgood & Associates, Inc. Atlanta Houston	2.55	2.58	62.1	1.38	5 PP 4 PM 3 JC 3 SDR — JDR	NA 56 65 45 —	160 99 115 81 —	—	9 DES 2 JD 2 CADD 3 MBD 36 TID	37 27 43 36 —	66 48 75 54 —	Louisville Gas & Electric Company, Louisville, KY Hewlett-Packard Company, multiple locations Georgia-Pacific Corporation, Atlanta St. Francis Women's Hospital, Greenville, SC General Services Administration, multiple locations	Hewlett-Packard Company, Miami Delta Airlines, Atlanta Auburn Avenue Library, Atlanta British Consulate-General, Houston Bramalea Georgia, Atlanta	
91 (76)	Mitchell Associates, Inc. Wilmington, DE Philadelphia	2.48	3.10	20.0	1.10	7 PP 6 PM — JC 1 SDR — JDR	NA 40 — — —	100 85 — 45 —	—	25 DES — JD 7 CADD 1 MBD 55 TID	27 — 27 NA —	55 — 55 — —	St. Vincent's Med. Ctr./Richmond, Staten Island, NY Meridian Callowhill, Reading, PA St. Christopher's Hosp. for Children, Philadelphia City of Philadelphia, Philadelphia Meridian Mortgage Co., Devon, PA	ARCO Chemical Company, Newtown Square, PA ICI Americas, Inc., Wilmington, DE Mellon Bank Building, Wilmington, DE JMB/Bellevue, Wilmington, DE American Equity, Wilmington, DE	
92 (78)	Quantrell Mullins + Associates Inc. Atlanta	2.45	2.45	35.0	.88	2 PP 4 PM — JC 2 SDR — JDR	NA 50 — 42 —	110 85 — 65 —	—	8 DES — JD 1 CADD 1 MBD 21 TID	39 — 26 NA —	60 — 65 — —	First Union Nat'l Bank of GA-corp. offices, Atlanta Prudential Bank & Trust, Atlanta Smith Helms Mulliss & Moore, Greensboro, NC Halstead Industries corporate HQ, Atlanta Candler Building restoration, Atlanta	Ernst & Young, Atlanta Ernst & Young, Raleigh, NC Egleston Children's Hospital of Emory, Atlanta Joh. A. Benckiser GmbH, Ludwigshafen, Germany Greenville Mem. Hosp. Women's Ctr., Greenville, SC	
93 (123)	Ziegler Cooper, Inc. Houston	2.43	2.97	25.0	1.40	5 PP 5 PM 4 JC 3 SDR 1 JDR	NA 40 35 20 NA	100 80 70 60 50	—	6 DES 4 JD 2 CADD 1 MBD 40 TID	45 35 NA NA —	65 50 60 — —	Federal Deposit Insurance Corporation, Houston Hawker Siddeley Power Engineering, Inc., Houston Torch Energy Advisors, Inc., Houston Harris County Children's Protective Services, Houston McKinsey & Company, Inc., Houston	Resolution Trust Corporation, Houston Texas Eastern Products Pipeline, Houston Imperial Holly Corporation, Sugar Land, TX Credit Suisse, Atlanta & Chicago Fayez Sarofim, Houston	
94 (81)	Ward-Hale Design Associates, Inc. Washington, DC Vienna, VA	2.43	2.43	55.0	1.10	2 PP 6 PM — JC 3 SDR 2 JDR	NA 45 — 30 23	100 70 — 55 45	—	12 DES 3 JD 4 CADD 2 MBD 39 TID	35 25 28 28 —	55 45 45 — —	Hechingers, Landover, MD Group Health Association, Washington, DC National Association of Letter Carriers, Herndon, VA MCI/Mid-Atlantic Division, Arlington, VA Sovran Bank, Bethesda, MD	American Assn. of Retired Persons, Washington, DC Giant Food, Inc., Landover, MD Discovery Channel, Bethesda, MD American Psychological Assn., Washington, DC The Calvert Group, Bethesda, MD	
95 (95)	Fitzpatrick Design Group, Inc. New York	2.40	2.40	20.5	.81	3 PP 5 PM 2 JC 1 SDR 3 JDR	NA 50 42 40 26	200 90 70 60 35	—	4 DES 1 JD — CADD 1 MBD 23 TID	49 30 — 30 —	80 50 — — —	Dayton Hudson Dept. Stores Co., Burnsville, MN Century 21, New York Bonwit Teller, Boston; Buffalo, NY Neiman Marcus, Chicago British Home Stores, Northampton, England	Bloomingdale's Mall of America, Bloomington, MN Bloomingdale's, Short Hills, NJ British Home Stores, West Thurrock, England Fortunoff, Wayne, NJ Neiman Marcus, Boston	
96 (103)	John Wolcott Associates Culver City, CA	2.40	2.40	45.0	1.10	2 PP 5 PM 2 JC 2 SDR 2 JDR	NA 65 45 40 30	130 100 75 70 55	—	4 DES 2 JD 2 CADD 1 MBD 27 TID	45 30 40 NA —	78 55 63 — —	Teradata Corporation, El Segundo, CA S. Calif. Physicians Insurance, Beverly Hills, CA Eisaman, Johns & Laws Advertising, Los Angeles Jon Douglas, multiple locations Koli Development Company, multiple locations	City of Los Angeles, Los Angeles Retix Corporation, Santa Monica, CA Donnelly Information Publishing, Orange, CA DDB Needham Los Angeles, Los Angeles Cal Fed Development, multiple locations	
97 (100)	GK Associates New York Edison, NJ	2.38	2.38	36.0	.99	2 PP 4 PM 3 JC 2 SDR 3 JDR	NA 60 45 40 30	125 90 60 55 45	—	5 DES 4 JD 3 CADD 1 MBD 32 TID	50 30 40 25 —	63 45 55 — —	Rolls-Royce Inc., Reston, VA Treiber Insurance, Garden City, NY Tudor Investment Corporation, New York MacFadden Publishing, New York Cotler Inc., New York	County Nat West, New York Mint Investment Management Co., Hoboken, NJ Century Business Credit Corporation, New York Tudor Investment Corporation, Chicago Rolls-Royce Inc., New York	
98 (149)	KPA Design Group, Inc. Philadelphia	2.38	2.50	34.0	1.02	4 PP 6 PM — JC — SDR — JDR	NA 40 — — —	108 75 — — —	—	10 DES 13 JD 1 CADD 2 MBD 41 TID	35 25 25 35 —	65 57 60 — —	Mellon Bank East, Philadelphia Blank, Rome, Comisky & McCauley, Philadelphia Price Waterhouse, Philadelphia Dauphin Deposit Corporation, Harrisburg, PA Graduate Diagnostic Services Building, Philadelphia	Muhlenberg Regional Medical Center, Plainfield, NJ Community Medical Center, Toms River, NJ Bridgeport Paper Company, Bridgeport, PA Becker Associates, Bridgeport, PA Dilworth, Paxson Kalish & Kauffman, Philadelphia	
99 (122)	Dyer/Brown & Associates, Inc. Boston New Bedford, MA; London	2.37	3.12	48.0	1.20	2 PP 6 PM 8 JC 2 SDR 4 JDR	NA 58 40 NA 24	110 85 65 50 43	—	5 DES 2 JD 6 CADD 2 MBD 46 TID	24 NA 28 NA —	62 43 70 — —	American Express, Providence, RI BancNewEngland Leasing Group, Boston State Street Bank, Boston Massachusetts Rating Bureaus, Boston Camp, Dresser & McGee, Cambridge, MA	Texaco, Ltd., London State Street Bank, Boston Salem Armory, Salem, MA Massport, Boston State Street Bank, London	
100 (64)	VOA Associates Incorporated Chicago Orlando, FL	2.36	7.10	32.8	1.02	5 PP 6 PM 4 JC 3 SDR 3 JDR	NA 45 38 30 24	110 85 65 55 45	—	6 DES 2 JD 2 CADD 2 MBD 40 TID	39 25 35 40 —	80 55 65 — —	Phelan, Pope & John, Chicago Arnstein & Lehr, Chicago J. Walter Thompson, Chicago Prudential Realty Group, Chicago LaSalle National Bank, Chicago	LaSalle National Bank, Chicago Dean Witter Reynolds, Chicago McCormick Place renovation/expansion, Chicago Boulevard Bank, Chicago University of Chicago Coulter Hall, Chicago	